

AUG 7 1958

AUGUST 1958

Management

METHODS

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



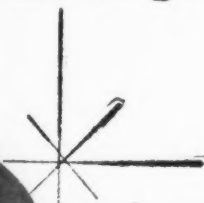
Left to right: (top) Mmes Janith North, Clara Burgess, Lynn Cordner, (bottom) Royle Glaser, Betty Russell, Audy Lou Colvin

Six presidents' wives tell—
How your wife can back you in your job *page 35*

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the preferred furniture of great and growing organizations



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Whether you're expanding your office, opening a branch, or bringing present quarters up to date, matched *Royal* seating should rank high on your list of absolute "musts"—for no other investment can add so much to the comfort, appearance and efficiency of your business home at such a small dollar outlay. And, because all *Royal* seating is built around sturdy steel frames, they will look better, remain more comfortable, and last far longer.

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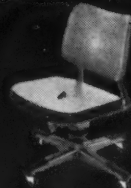
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Impressive, comfortable, with hand-rubbed walnut or cushioned arm rests. 1201 Executive Chair. Under \$100*



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Long on comfort, low in cost. 1202 Armless Swivel Chair. Under \$80*

*Prices vary according to upholstery, and choice of arm rests.

(Circle number 140 for more information)



Executive Chair and the Delta Group of Flight Line office furniture from Steelcase, Inc., Grand Rapids, Michigan



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FINEST IN VINYL UPHOLSTERY

FINEST IN CUSHIONING

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*Patent applied for



United States Rubber

Coated Fabrics Dept., Mishawaka, Indiana

(Circle number 142 for more information)

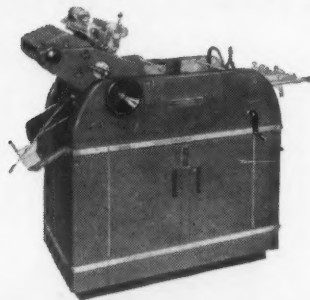
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**They fix ships faster . . . because
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When big ships come into drydock for quick repairs, many different men—naval architects, engineers, construction foremen—need drawings, specifications, orders and other data and they need them right away!



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*Trade-Mark

Addressograph-Multigraph

PRODUCTION MACHINES FOR BUSINESS RECORDS*

SERVING SMALL BUSINESS • BIG BUSINESS • EVERY BUSINESS

(Circle number 118 for more information)



Contents

- How you look to the man under you 22
If you wonder what your subordinates think of your management skill, here are some survey results you'll find revealing.
- Workshop for management—ideas you can use right now 31
This roundup of management ideas—culled from experiences in firms around the country—will make your job easier.
- How your wife can back you in your job 35
In a tape recorded interview, six wives make clear that a top executive is shortsighted if he overlooks the help his wife can give in his career.
- How to reach 27 million new customers 42
More than you realize, your sales are influenced by teenagers and even younger children. Here's a positive, purposeful way to reach them now.
- How to build sales with sales incentives 45
You get more sales when you get salesmen to work harder. Here are pros and cons on the various types of salesman activators.
- Low cost answer to space problems 54
In these times of change and growth, movable walls offer flexibility and economy. Here are two case histories that prove the sizeable savings.

Departments and short features

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Ready for new Postal Rates?

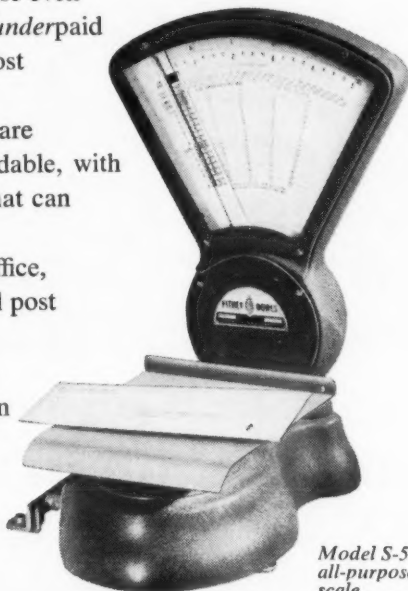
Up go your postage costs from 3¢ to 4¢ an ounce for first class letter mail, from 6¢ to 7¢ for airmail. (That makes it 64¢ a pound for regular letters, \$1.12 for airmail!)

Starting August 1st, when the new rates take effect, a *precision* mailing scale is more of a must in your office than ever before! *Overpaid* letters will cause even heavier hidden postage losses; *underpaid* letters cause "Postage Dues," cost you good will!

Pitney-Bowes' mailing scales are fast-acting, accurate and dependable, with widely spaced chart markings that can be read *correctly* at a glance.

There are models for every office, large or small, including a parcel post scale of 70 lb. capacity.

Ask the nearest PB office to demonstrate, or send the coupon for a free illustrated booklet.



Model S-510,
all-purpose
scale.

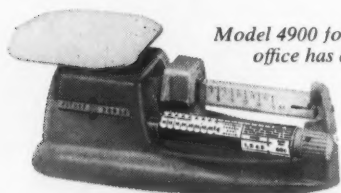
FREE: Handy desk or wall chart of latest Postal Rates, with parcel post map and zone finder.



PITNEY-BOWES Mailing Scales

PITNEY-BOWES, INC., 4597 Walnut St., Stamford, Conn.

Originator of the postage meter... offices in 107 cities in U.S. and Canada



Model 4900 for the small
office has convenient
postage
computer.

PITNEY-BOWES, INC.
4597 Walnut St., Stamford, Conn.

Send free booklet ☐ rate chart ☐

Name

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Management

METHODS

Volume 14

Number 5

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(Circle number 137 for more information)

Short cuts with Recordak Microfilming

Latest report on how this low-cost photographic process is simplifying routines for more than 100 different types of business . . . thousands of concerns

SHERATON-CADILLAC



Hundreds of hotel records are photographed in 1 minute on a few cents' worth of film



No need to keep a written record of some 1500 checks cashed daily

PICTURE-TAKING BUILDS GOODWILL, TRIMS RECORD-KEEPING COSTS

DETROIT, MICH.

The staff of the swank Sheraton-Cadillac Hotel takes in stride such requests as: "We want to stay in the same room we had on our honeymoon five years ago." "Can you tell me what my restaurant charges were last New Year's?"

At its fingertips are Recordak Microfilm copies of registration cards, guest ledgers, charge tickets and other records for years back. Takes only a

minute or so to check any item in a Recordak Film Reader—to see what room the honeymoon couple occupied, to spot the businessman's charge tickets.

Pictures replace handwritten record

At the Sheraton-Cadillac, Recordak Microfilming does much more than cut filing space and speed reference. At least six hours of clerical time are saved daily by microfilming the checks customers offer in payment. This fast operation (hundreds of checks photographed in one minute) does away

with a multi-column check-listing form. Ends transcription errors, too. And it protects the hotel should checks ever be lost prior to deposit. Small wonder so many Sheraton hotels—besides the Cadillac—have already adopted Recordak Microfilming.

Whatever your business, it will pay you to look into Recordak Microfilming. Chances are this easy, low-cost photographic method has brought surprising savings to companies just like yours. *No obligation whatsoever!*

"Recordak" is a trademark

RECORDAK

(Subsidiary of Eastman Kodak Company)

originator of modern microfilming
—now in its 31st year

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☐ Send free copy of "Short Cuts that Save Millions."

☐ Have a Recordak Systems Man contact me.

C-8

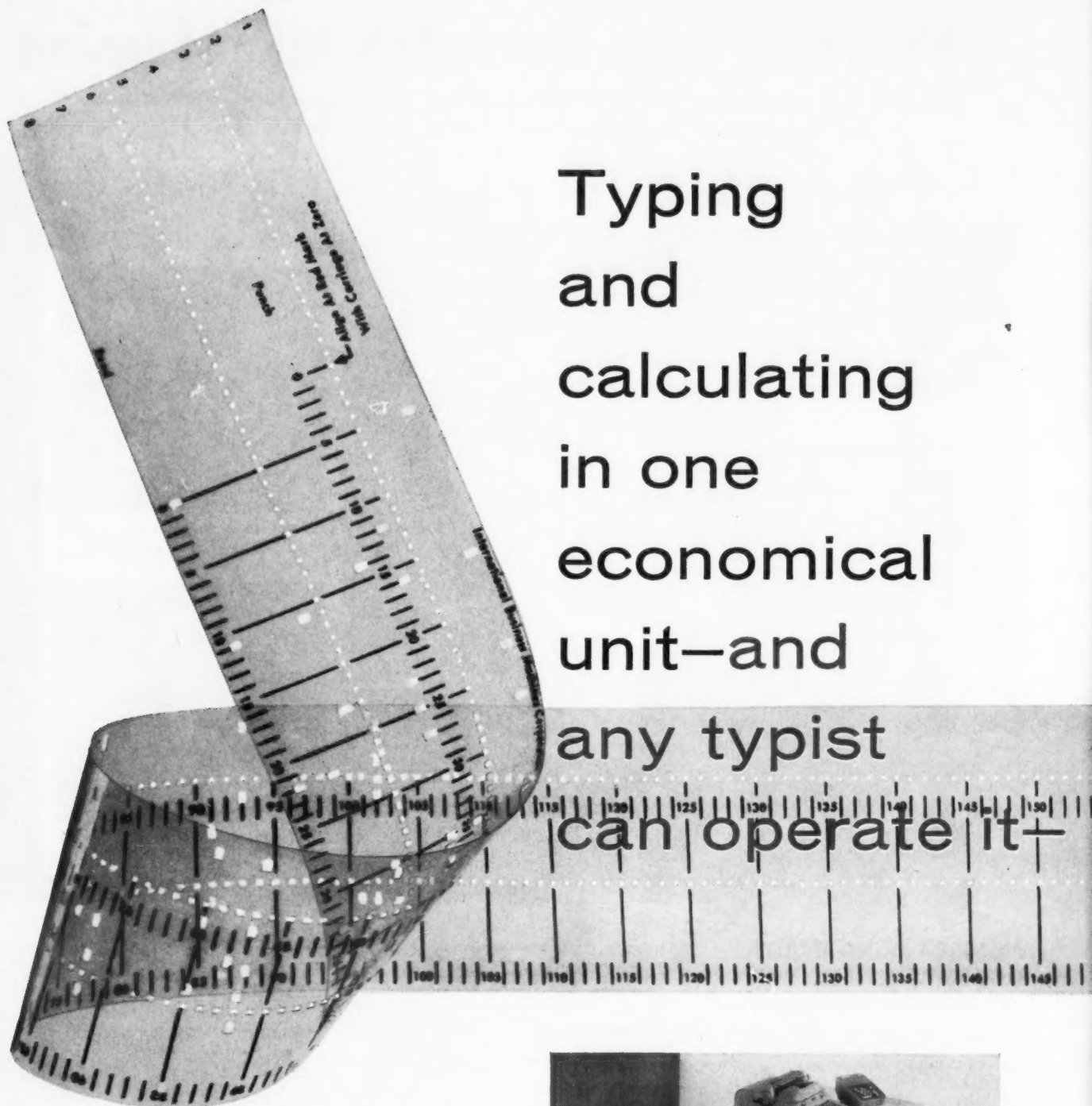
Name _____ Position _____

Company _____ Type of business _____

Street _____

City _____ State _____

(Circle number 138 for more information)



Typing
and
calculating
in one
economical
unit—and
any typist
can operate it—

This pre-punched plastic tape is the key to the flexible efficiency and simplicity of the new IBM 632. Inserted in back of the typewriter, the tape automatically instructs the machine to perform the desired operation, reducing clerical error by eliminating virtually all manual instructions. For a different application, the tape can be changed in seconds. So simple is the 632 to operate that any typist can learn to use it in a few minutes.



Compact and functional in design, the IBM 632 consists of the electronic calculating unit, the electric typewriter, and the ten-key companion keyboard for insertion of numerical data.

25 YEARS AGO IBM introduced its first electric typewriter . . . this year IBM



ELECTRONIC TYPING CALCULATOR

Here's the cost-cutting answer to office operations, such as billing, that require both typing and calculating—IBM's new 632 Electronic Typing Calculator.

No more time lost as your typist halts her typing to calculate. *No more* dollar-wasting duplication of work caused by separate typing and calculating operations. *No more* clerical errors in transferring numbers from calculator to typewriter.

Here, in one compact, low-cost unit, IBM brings you an office machine that adds, subtracts, multiplies, carries totals, computes taxes, subtracts discounts, inserts decimal points, stores information

in its magnetic core "memory," and types out results—all *automatically*.

Yet the IBM 632 Electronic Typing Calculator is so simple to operate that any typist can learn to use it in minutes!

And the IBM 632 is suitable both for small companies seeking the advantages of electronic automation and for large companies where, for certain applications, it can be a valuable supplement to more extensive data processing equipment.

Find out now just how the new IBM 632 can help *your* business cut costs and build profits. Call your local IBM representative today.



continues its leadership with its one millionth electric typewriter.

IBM

**ELECTRIC
TYPEWRITERS**



Here's why
you'll be
happier
with "those
heavenly
carpets
by
Lees"®

7 reasons for confidence when your contract carpet is *Lees*

1. Best quality. Lees Carpets are made from the finest carpet wool. Durable nylon can be added to give increased wear in high traffic areas.

2. Best prices. Lees dealers will give you the most value per dollar in contract carpet, anywhere at any time.

3. Broadest line. Lees brings you the widest selection of colors, patterns and textures in the business! Special designs made to order to suit your particular needs.

4. Superior service. Lees service is second to none—thanks to Lees carefully selected local dealers.

5. Long experience. Lees offers you the know-how of more than 100 years' experience in the carpet yarn business.

6. Finest modern mills and methods. Lees carpets are made on the newest, most efficient looms in use today.

7. Top designers. Lees heavenly carpets are famous for style—the smartest colors and patterns in the industry.

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(Circle number 110 for more information)

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These booklets—promotional and otherwise—contain ideas of possible profit to you. Each item listed will be sent to you without cost.

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▼ **Middle management development**

Today, one of top management's top jobs is development of tomorrow's managers.

One tested plan for executive development is presented by Alexander Hamilton Institute in a booklet titled "Development of Middle Management Executives."

It shows how this training plan, based on the conference technique, effects improvement in communications, increased confidence, better understanding of business environment, broader knowledge of company operations; development of leadership qualities and conceptual skills.

For this free booklet, write Alexander Hamilton Institute, Inc., 71 West 23 St., New York 10.

▼ **How to make a better speech**

Written in a light vein, "On Your Feet" gives practicable tips on improving speeches and other presentations. Special emphasis is placed on gaining visual impact through the effective use of all types of slides, graphs and charts.

Liberally sprinkled with amusing cartoons, the steps detailed by Polaroid Corp. will help an executive capture and keep the attention of any audience.

For this free 14-page booklet, circle number 337 on the Reader Service Card.

▼ **Building a corporate image**

In a straightforward step-by-step outline, "The Corporate Image" tells how to establish and promote a company's public image. Written by Industrial Designers King-Casey, Inc., it shows how to determine whether an

identity system is good or bad—listing signs and signals of both strength and weakness.

The piece also describes how to set up a basis for policing a corporate identity policy. Orderly procedures needed to insure continuity and cumulative benefits from the total company image are emphasized.

A 10-point quiz for evaluating any Corporate I.Q. (identity quotient) concludes this presentation.

For a copy of this 12-page booklet, write King-Casey, Inc., 30 Rockefeller Plaza, New York 20.

▼ **On-the-job training guide**

How to establish successful company-employee relationships through proper job training methods is explained in a 26-page publication, "A Practical Guide to On-the-Job Training."

The piece presents the meat of a series of business workshops held by the New York State Department of Commerce. A practical presentation, it discusses the essentials of what, where, who, when and how long of a good training program.

For this free training guide, write for Small Business Bulletin No. 3, New York State Department of Commerce, 112 State St., Albany 7, N. Y.

▼ **How to locate water coolers**

A 20-page catalog offered by Cordley & Hayes gives helpful advice on how to select and locate water coolers.

Pictures and cut-away drawings show interior construction and storage compartments. Technical data covers capacities, horsepower and weights of the complete Cordley line.

Accessories include a unique Hot-Tap attachment that supplies 190-degree water through standard cool-

ers for coffee and other instant products.

For a free catalog, circle number 338, on the Reader Service Card.

▼ **Courtesy can pay off**

This pamphlet, published by the Small Business Administration, is an excellent summary of the positive effects of courtesy on customers, employees, stockholders, suppliers, and others.

Supervisors will find "Front Office Courtesy Pays" helpful in training new employees or in reviewing areas where consideration benefits the company.

For a free copy, write for Small Marketers Aid No. 18, Small Business Administration, Washington 25, D. C.

▼ **All about business forms**

A new 48-page catalog by Standard Register Co. pictures various stock forms and tells how they can be used to best advantage for profitable control in any business.

Called "Stanreco Stock Business Forms," it illustrates forms covering all the basic functions of business: purchasing, receiving, payroll, accounting, invoicing, communications, etc. Description and outline of suggested uses accompany each form.

For a free catalog, circle number 342 on the Reader Service Card.

▼ **Nuclear hazard insurance**

A timely 13-page fact sheet, "Nuclear Hazard Insurance," has been prepared by Alexander & Alexander, Inc. It presents the latest data on coverage available against the perils of atomic radiation, reaction and radioactive contamination.

The report outlines the risks to be

MORE FREE LITERATURE →

covered, ways of determining rates and premiums being used by the insurance industry, and additional atomic insurance offered by the government under certain conditions. Two nuclear exclusion endorsements now being added to new and renewal policies are also included.

For this free fact sheet, write Alexander & Alexander, Inc., 225 Broadway, New York.

Low cost movable walls

E. F. Hauserman Co. offers a 12-page brochure describing its new movable wall system. Low in cost, the fire proof and sound resistant walls can be rearranged whenever required.

Key features, architectural specifications and detailed sectional drawings are all illustrated in the booklet. Design variations possible with this system are clearly diagrammed. Photographs show panels, posts, ceiling trim, door frames and other components.

For a free brochure, circle number 336 on the Reader Service Card.

Help in chart making

Five instruction manuals on the preparation of charts and layouts are now available from Labelon Tape Co., Inc.

Each manual lists steps to take in making professional appearing charts. Detailed instructions are included on the simple, new Graph-A-Plan method and materials for preparing easy-to-understand charts and layouts.

For a copy of any or all of these worthwhile manuals, write Labelon Tape Co., Inc., 450 Atlantic Ave., Rochester, N. Y.

Drafting short cuts

Short cuts and savings that can be effected in drafting are outlined in a 12-page booklet by Eastman Kodak Co.

Entitled "Short Cuts and Savings with Kodagraph Reproduction Materials," the piece diagrams seven applications for the materials: to protect original drawings, simplify print distribution, restore old and worn drawings, reproduce blueprints and direct-

process prints, speed revision of drawings, permit combining standard designs, and save drafting time with photo-drawings.

For your free copy, write Graphic Reproduction Division, Eastman Kodak Co., Rochester, N. Y.

Buyer's guide to better forms

Just published by Baltimore Business Forms Co. is "The Purchasing Agent's Guide to Better Forms and Systems." The suggestions presented result from a study of thousands of forms used by leading firms.

The booklet illustrates advantages of incorporating certain features on the many forms used in purchasing procedures. It also shows how to adapt these forms to machine or hand written applications.

For this free guide, circle number 343 on the Reader Service Card.

Reaction to sponsored movies

Without expensive research, you can get a feed-back of audience reaction to business movies sponsored by your company. The method is based on audience reaction cards. It is described in a new booklet, "Do Your Sponsored Film Audiences Talk Back?" published by United World Films, Inc. The technique provides frank comments and suggestions from audiences on every free film show.

For a free copy, write United World Films, Inc., 1445 Park Ave., New York 29.

"Penny-a-copy" reproduction

Easy-to-use Copyflex copying process is described and well illustrated in a new 12-page booklet prepared by Charles Bruning Co., Inc. It shows how to simplify paperwork and eliminate "repeat writing and reporting" with this flexible direct reproduction method. The unit, the maker says, will produce any number of sharp copies at a cost of about one cent each.

A special section gives techniques of using reproducible copies, removing unwanted data from originals and copies and combining Polaroid Land photos and text with Copyflex.

For this free booklet, circle number 339, on the Reader Service Card.

Selecting a market researcher

"A Check List Guide for Selecting a Marketing Research Organization" has just been prepared by Crossley, S-D Surveys, Inc.

This nine-page checklist is a practical and definitive guide for appraising facilities, staff, experience, reputation, progressiveness and performance of marketing research organizations. It is useful for any executive who contemplates contracting for such outside service.

For a free check list, write Crossley, S-D Surveys, 405 Park Ave., New York 22.

How to curb fraud

American business loses 3% of its annual profits through fraud and embezzlement that could largely be prevented. This is the alarming but timely theme of the new booklet just published by Cummins-Chicago Corp.

It clearly describes the two areas where the bulk of fraud losses occur. It tells how each type of fraud is engineered and how the best planned systems can be thwarted.

For your free copy of "How to Save 3% of Profits," circle number 330 on the Reader Service Card.

DO YOU

have booklets or other material suitable for listing in this "Yours for the asking" column? To be used, the item must contain practical ideas of value to top level executives. Send a sample to:

*The Editor,
Management Methods
22 W. Putnam Ave.,
Greenwich, Conn.*

NOTE: Other editorial items and most advertisements in this issue are key coded for your convenience. Use Reader Service Card to request additional details.



Is your business moving at 3 miles an hour?

A man walks about 3 miles an hour.

But his voice travels via telephone at the speed of light.

How many people in *your* place would save time and money by contacting each other at 186,000 miles per second?

Top firms in all industries have speeded up operations and pocketed sizable savings with P-A-X—the “inside” business telephone system.

P-A-X is privately owned — entirely independent of public (outside) phone service. It sharply cuts the cost of rented equipment. It's 100% automatic—requires no operator. It gives you “split-second” handling of inside calls—keeps the regular switchboard free for important incoming and outgoing calls.

Saves man-hours—saves manpower

P-A-X interconnects all departments with dial telephone service — ends employees' needless effort and wasted time in contacting each other. It prevents tie-ups, speeds the relay of information and instructions.

Get full information on this proved way to step up efficiency and trim costs. Send coupon for case history studies that give facts and figures on P-A-X installations in business similar to yours. Do it now.



Automatic Electric Sales Corporation
Northlake, Illinois

- ☐ Send me information on P-A-X
☐ Have your representative call

Name _____ Title _____

Company _____

Type of Business _____

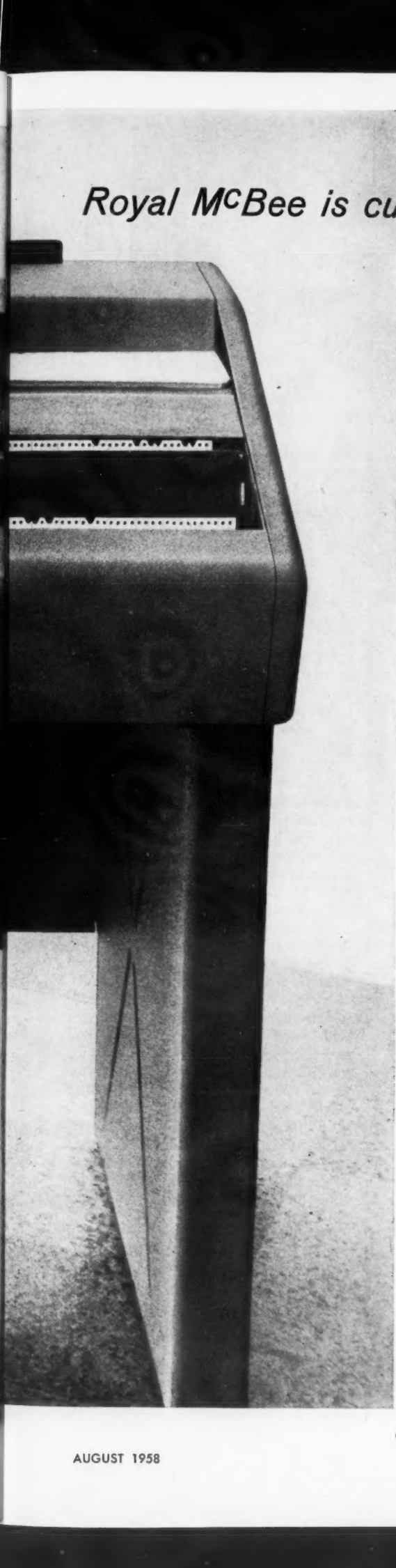
Address _____

AUTOMATIC ELECTRIC



(Circle number 112 for more information)





Royal McBee is cutting automation down to size

NEW KEYSORT TABULATING PUNCH

**Gives you automatic
punched-card processing
with one low-cost machine!**

The Keysort Tabulating Punch today cuts automation down to size by providing, in just one compact unit, everything required for complete punched-card processing. With greatest adaptability to a company's size and set-up. And at a rental of less than \$100 a month.

Keysort Tabulating Punch code-punches and tabulates quantities and amounts in Keysort cards . . . then reads, duplicates and summarizes these figures . . . simultaneously printing them for visual verification. The most versatile machine of its kind available. Easy to master, easy to use. In almost every area of plant control — job costing; labor distribution; inventory; labor, material and production control; sales and order analysis. In service organizations and hospitals — in every type of operation requiring fast, accurate data processing.

Call your nearby Royal McBee man to arrange a demonstration, or write us for illustrated descriptive folder.

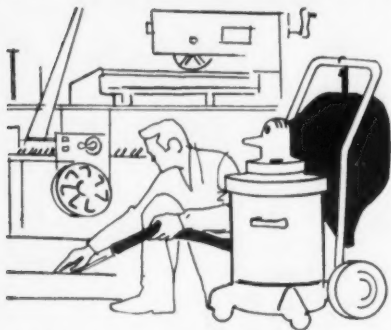
OUTSTANDING FEATURES ★ Simple operation from 10-key keyboard ★ Punches 2 quantities in one operation (dollars-hours, dollars-units etc.) ★ Simultaneously tabulates all amounts ★ Reads sorted cards, automatically accumulates and totals punched amounts ★ Prints all figures for immediate verification ★ Adaptable to any size work-load . . . to centralized and decentralized operations.

MCBEE KEYSORT.
PUNCHED-CARD CONTROLS FOR ANY BUSINESS
ROYAL MCBEE Corp. PORT CHESTER, N.Y., Offices in principal cities.
In Canada: The McBee Company, Ltd., Toronto 16

(Circle number 139 for more information)

SUCTION

... for YOUR PRODUCTION



Add extra hours to production time by cleaning machine tool sumps faster with Tornado.



You can't turn a casting this size to shake out chips, but Tornado removes them faster than any other method.

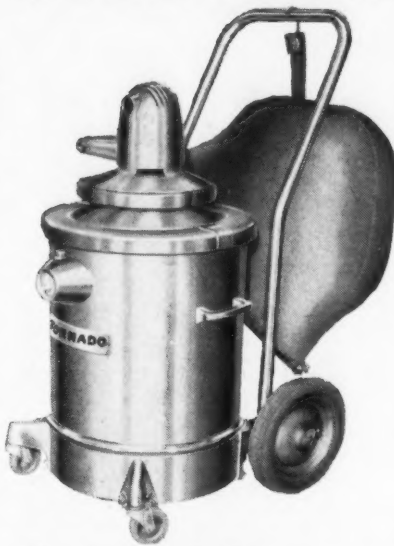


Big savings when you recover welding flux with a Tornado vacuum cleaner.

HAVE A FREE Suction Survey

A Tornado cleaning engineer will gladly call at your plant and make a free survey to show you how Tornado vacuum cleaners can work on your production line. Just write, wire or call.

Write today for Bulletin No. 894.



TORNADO[®] SERIES 400 VACUUM CLEANERS

Smart production men are using powerful Tornado suction for production savings.

It's so easy and simple to use a Portable Tornado Suction Machine. Use it to remove debris from inside of products—to pick up oils and liquids—to reclaim scrap for salvage.

JUMBO UNIT

If you need larger capacity, Tornado supplies a Jumbo cover to fit any of your standard 55 gallon drums. Use one or two motor units for up to 3 H.P. of suction, with hose sizes up to 3"



FOR MAINTENANCE CLEANING

What's more, this versatile Tornado has a multitude of attachments for cleaning overhead pipes, blowing dust out of electric equipment plus thousands of jobs that keep your plant neat, clean, safe and productive.



Letters

Plea for professional PR

SIR: It seems to me the author of "20 how-to tips for a successful press conference" in your June issue is somewhat at odds with himself.

In the opening sentence he says, "You can stage a successful press conference without having any formal training in public relations techniques or years of practical experience." Two pages later he points out the advantages of having a public relations agency to "step up attendance by getting editorial personnel outside your specialized field (who nevertheless serve an interested audience) to attend."

While the author restates some old truisms to be observed in conducting a press conference, it seems to me that in areas where a professional touch is required he still admits the necessity for experienced handling. A good professional would naturally observe the rules he has stated, almost automatically, but they are helpful to a novice.

In almost every endeavor there are books available which tell the basic procedures and the usual precautions to be observed. But a press conference to which you have invited guests whom you are endeavoring to impress with your efficiency and know-how, is a dangerous assignment to trust to an inexperienced individual. Unfortunately, there are many things that might and do occur that aren't covered in the least by any one of the 20 basic rules. That is where the professional's knowledge and experience come in handy in riding over rough spots and doing an effective job with your press guests.

But the rules, in general, are sound and I am sure it made good reading for many.

AUBREY O. COOKMAN, R.
VICE PRESIDENT
BURSON-MARSTELLER ASSOCIATES, INC.
CHICAGO

MM's ad value

SIR: Of all the periodicals I receive, none has been of more value than

BREUER ELECTRIC MFG. CO.

5136 N. Ravenswood Avenue • Chicago 40, Illinois

(Circle number 128 for more information)

your MANAGEMENT METHODS. Not only is it pitched to a high executive level as to reader content, but your advertising also represents the very latest in office aids.

R. M. DODSON
CITY OF LAWTON
OKLAHOMA

Management's role in advertising

SIR: Like most agency men, my desk gets piled high with publications every week. For years I have made it a practice to scan all before they are filed, but each week I take the time to go through several rather thoroughly. Last night I "picked on" the April issue of MANAGEMENT METHODS.

. . . I criticize the article, "What's top management's role in advertising?" With no malice, nor any ax to grind, I would like to take you to task. The sub-head flashed the first warning. It was a survey addressed to top management that was asked to reveal its own role in an important business function. If a particular company spends enough money on advertising to make that management worth surveying, the advertising program is then quite important. Would you expect top management ("virtually all of them company presidents") to admit that it did not play an "extensive part . . . in company advertising programs?" This is a little bit like asking a group of women drivers whether they believe women should be allowed to drive. In my humble opinion, one doesn't need a survey to get the answers to this question.

But let's look a bit more closely at the survey, the article itself, and the one-sentence summation of the article listed on your contents page. Taking the latter point first, you rather baldly state that "Top management makes the key decisions on company advertising, including setting themes and selecting media." If your readers read only that sentence, they would be completely misled. I make this statement not only because I am convinced of it myself, which wouldn't prove much to you, but that is not what your own survey says.

Now let's look at the article. Once again you interpret the survey in words which, in my opinion, are at the least not thoughtfully done—at their worst, incorrect. Look at the top paragraph on page 23: "Forty-eight percent said they also selected agencies, 45% plan the advertising themes, 43% select media, and 40% approve individual ads." Here, too, after 20 years' experience in serving many clients, I would question the validity of those figures . . . but I do not have

Management Executives—

SEND FOR NEW COMPLETE ECONOMIC STUDY OF METROPOLITAN MIAMI



LET US SHOW YOU HOW YOUR COMPANY CAN PROFIT BY LOCATING IN THIS FAST GROWING AREA.

A 24 section, complete economic analysis has just been prepared to supply you with complete data which will assist in determining how your particular manufacturing or statewide, national/international distribution operation can profit here. This important study will be mailed to you free of charge—in strictest confidence—if you write, on your letterhead, to the address listed below.

Please . . . no employment applications. We are deluged with resumés from engineers, tool makers, technicians, Ph.D.'s, etc., and cannot possibly aid in placement requests as we already have a tremendous surplus of skilled and professional labor here now. Sorry.

WRITE: John N. Gibson, Director
DADE COUNTY
DEVELOPMENT DEPARTMENT

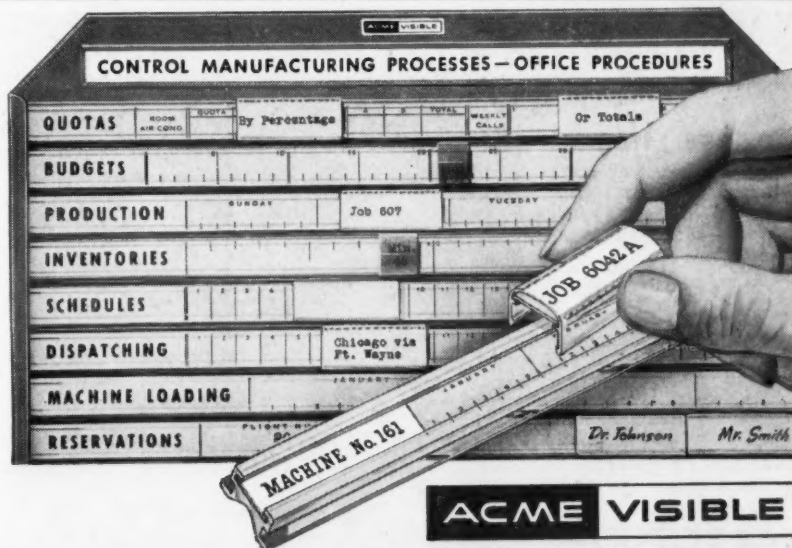
Section: 16

Chamber of Commerce Bldg. • Miami, Florida

An agency of the Metropolitan Miami government



(Circle number 116 for more information)



VISUAL CONTROL PANELS

Chart Action, Indicate Trends, Permit Comparison, Organize Facts

Complete flexibility with limitless signalling and charting possibilities . . . Easily adapted to your individual record requirements.

Lightweight panels contain clear plastic tubes which are individually removable and may be shifted from one position to another . . . Clarity of tube provides full legibility of contents.

ACME VISIBLE RECORDS, INC., Crozet, Virginia C-850

☐ Send us more information on Visual Control Panels.
☐ We are interested in Acme Visible equipment for _____ records.

Kind of record _____

Company _____

Attention _____

Address _____

City _____ Zone _____ State _____

(Circle number 119 for more information)

Now you can
junk all those
time- and
space-wasters

A marvel of convenience, this Shaw-Walker "Clutter-Proof" Desk entirely eliminates desk top clutter and desk drawer hodgepodge.

Fully 75% of the things that pile up on top or in drawers of other desks have a *specific place inside this desk*. You have *in-drawer* letter trays, work separators, letter file, card trays, forms rack and work tools organizers. Even an *in-drawer* wastebasket and phone. Your usable working space is nearly doubled.

See this new "Clutter-Proof" Desk at one of Shaw-Walker's 17 branches or 470 dealers.



FREE — 252-page Office Guide of modern equipment and its efficient use. In color. Request on business letterhead.

SHAW-WALKER
MUSKEGON 2, MICHIGAN

SPACEFINDERS PAY FOR THEMSELVES

SAVE TIME

Clerks file faster with Spacefinders, save initial cost yearly. These proven savings result from unmatched visibility and accessibility.

SAVE SPACE

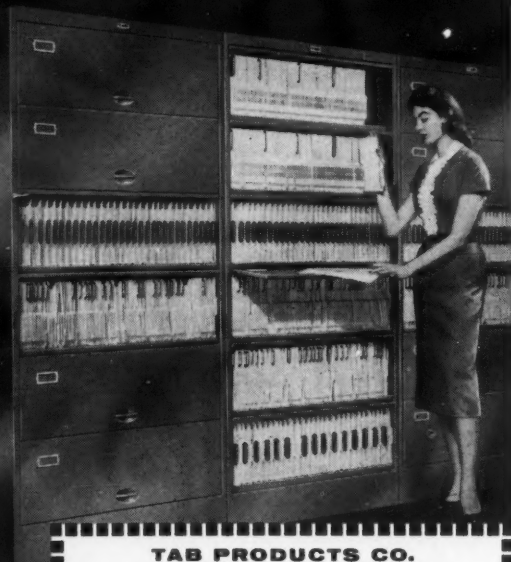
Each Spacefinder gives you 204 visible, accessible, filing inches —holds a stack of papers 17 feet high!

SAVE MONEY

Handsome Spacefinders cost less because fewer units do the job. You save rent, filing more in less space.

DO A BETTER JOB

Because Spacefinders provide the speed, convenience and economy of shelf files with dust, dirt, fire protection of drawer files.



TAB PRODUCTS CO.

995 Market St., San Francisco 3

At no obligation, please send Spacefinder brochure

NAME _____
POSITION _____
FIRM _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____

MAIL COUPON TODAY ▶

TAB
PRODUCTS CO.

(Circle number 141 for more information)

to depend on my own judgment—I have only to look at your survey.

Let's see what it says. Question four asks, "In which of these advertising situations *do you take a personal and active part?*" Assuming (which you have to do) that the percentages opposite each function under this question are correct, let's remember that (for illustration) 43% said they "take a personal and active part" in selecting media. *Sure*, they take a part. No one would quarrel with the fact that they listen to the recommendations of the ad manager or sales manager and/or advertising agency, *but* whoever wrote the article stated that 43% said *they selected* media. Though I used "media" as the illustration, I feel that what I have said is just as applicable to everything written about question four. You obviously felt that this was the key question, for that is the basic thought in back of the title of the article, the subhead, the contents page sentence and the leadoff paragraphs.

Just for fun, I carried it a step further. I find it rather difficult to believe that 53% of the respondents spend an average of 40 hours a year "devoted to matters directly concerned with their company's advertising program," and that in that 40 hours nearly half of them can determine budget requirements, select an advertising agency, plan all the advertising themes, select the media, and approve individual ads. Wow! Give me the name and address of one of these fellows, and I'll hire him tomorrow, and he can name his own salary.

G. FRANK SWEET

PRESIDENT

G. F. SWEET & CO., INC.

HARTFORD, CONN.

Price tag is one dollar

■ Two booklets published by The Research Institute of America were erroneously offered free of charge in MM's May '58 issue. The titles are "Is This the Time to Run for Cover?" and "Plugging Profit Leaks—Inventory Controls." Each sells for \$1 a copy and can be obtained direct from The Research Institute of America, Inc., 589 Fifth Ave., New York 17.

Another booklet inadvertently offered without cost, in MM's April '58 issue, is "Meetings Are What You Make Them." This also bears a price tag of \$1 and can be secured from the offices of Henry Strauss & Co., Inc., 31 West 53 St., New York 19, New York.

EDITOR



Another leading company meets the big Profit Challenge of 1958 by increasing executive output with Edison Voicewriter dictation.

Discovered: new manhours...

Hammond Map Company executives find more planning and selling time with Edison Voicewriter

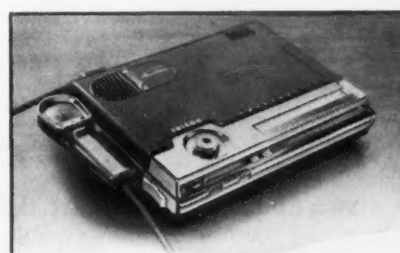
"Our organization moves at such a fast pace that we just can't afford to have executives tied up with paper work," reports Caleb D. Hammond, President of C. S. Hammond & Co., Maplewood, N. J. "That's why we equipped 100% of our key personnel with the Edison Voicewriter. Now they dictate the minute they're ready . . . in the office or on the road. Voicewriter has saved hours for planning and selling . . . while reducing paper work costs and increasing the efficiency of our stenographic force."

A Voicewriter tryout is easy! There's no need to start off with a large system. With the Edison Voicewriter VPC-1, doubling as a dictating instrument and secretarial transcriber, any executive can quickly clean up corre-

spondence at his desk, at home, or on the road . . . have time for other important tasks, for only \$17.81 a month.

Secretaries like the Voicewriter, too! Your voice comes through accurately, without interruptions, on the Voicewriter Diamond Disc. With the ability to get correspondence out of the way faster, with less effort, your secretary will have more time for the interesting responsibilities of a real "Girl Friday."

You can rely on Edison! There's a Voicewriter system to meet the correspondence requirements of any office, large or small. And every Voicewriter user enjoys the benefits of Edison's more than 70 years' experience in the office correspondence field.



Let us prove that you will profit with Voicewriter!

Now's the time to find out just what Edison Voicewriter . . . real dictating equipment . . . can do for you. See how much more it offers over the so-called economy makes! For a free demonstration—or literature—write Dept. MM-08 at the address below.

Edison Voicewriter • a product of Thomas A. Edison Industries

Thomas A. Edison Industries, West Orange, N. J. — In Canada: 32 Front Street W., Toronto, Ontario

(Circle number 120 for more information)





Day-Brite lighting helps create an efficient working atmosphere in this executive office at the Missile System Division of Lockheed Aircraft Corp., Sunnyvale, Calif. KELLER & GANNON, Engineers; CENTRAL ELECTRIC CO., Electrical Contractors.

You can do so much more with DAY-BRITE LIGHTING

As shown above, Day-Brite MOBILEX® fixtures, mounted in horizontal rows, make a narrow office appear wider and more spacious.

Day-Brite DUO-FRAME® incandescent lens boxes add a warm, inviting touch at the entrance.

And throughout the office, Day-Brite lighting provides high-level illumination for easier seeing and better working.

To learn how special lighting effects can be combined with greater over-all lighting effectiveness to create a more productive visual environment in *your* offices, call your Day-Brite representative. He's listed in the Yellow Pages of your telephone directory.



Day-Brite Lighting, Inc., 6282 N. Broadway, St. Louis 15, Mo.
Day-Brite Lighting, Inc., of Calif., 530 Martin Ave., Santa Clara, Calif.

Z-378 ©1958

NATION'S LARGEST MANUFACTURER OF COMMERCIAL AND INDUSTRIAL LIGHTING EQUIPMENT

(Circle number 135 for more information)



Tax quiz

A digest of recent court cases compiled by Benjamin Newman, Tax Attorney, Koenig and Bachner, New York.

THE QUESTION

A summons from the Internal Revenue Service directs that certain records be produced. Is the holder guilty of any crime if he fails to produce the records?

The Facts—This taxpayer was president of a fur company, a corporation with offices in New York City. In 1955, acting on a tip received from Boston, an agent of the Revenue Service's New York office initiated an investigation of the corporation's excise tax liability. In the course of this investigation, the agent interrogated the president who allegedly admitted that the corporation was evading about \$10,000 of excise taxes each year. The agent asked the taxpayer to put this statement in writing, but he refused. The agent then warned that the matter would be pursued further by the Revenue Service.

The taxpayer's alleged answer to this was: "Run along, boys. Have your fun."

In 1956, another agent appeared at the firm's office and asked for the corporate records. The president replied that the records had been destroyed by an accidental fire. Shortly thereafter the agent returned with a summons directing the appearance 10 days later of the taxpayer with the corporate records at the office of the assistant regional commissioner.

In line with his uncooperative attitude, the taxpayer told the agent that he would be out of town on business on the return date of the summons. The agent then notified him that failure to appear on the return date would leave him open to criminal or contempt prosecution.

The return date came and went without an appearance by the taxpayer or his records at the assistant regional commissioner's office. Early in 1958, the taxpayer was charged with the crime of neglecting to comply with a summons.

At the trial, evidence was presented which proved that at least some of the records asked for in the summons were still in existence. Furthermore, the firemen who extinguished the blaze, which the president



Photo taken at one plant of the Pioneer Ice Cream Div. of The Borden Co.



The DENOMINATOR goes to work for *Borden's*

Delivery route make-up is now simplified by using The Denominator—a modern, inexpensive, easy-to-operate device for counting and segregating telephone orders, shown at left, for quantities of ice cream by flavor, size, specialty, etc. This tabulation provides consolidated figures for load sheets at right.

A large number of trucks in the Metropolitan New York area are now loaded with actual orders only—returns are reduced to a minimum. Result...greater efficiency and maximum savings in time and labor.

For the simple solution to your counting-tabulating problems, write Dept. MM-84

THE *Denominator Company, INC.*

261 BROADWAY, NEW YORK 7, N. Y.



Manufacturers of Tabulating Machines for 40 years

(Circle number 115 for more information)

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Title _____

Company _____

Address _____

City _____ Zone _____ State _____

Number of employees in firm _____

Head over heels

... in love with a Bentson desk!
Work's done faster ... easier ...
and with plenty of "elbow room".
Unlimited unit and color combina-
tions satisfy any space or office
requirement. Select your office fur-
niture needs from the Bentson line
... it's your assurance of years
and years of good dependable serv-
ice. Full line catalogue on request.



BENTSON MFG. CO.
652 Highland Ave. Aurora, Ill.



BENTSON MFG. CO. AURORA, ILL.

(Circle number 127 for more information)

claimed had destroyed the records, testified that no papers had been burned.

The ruling—The court noted it was conceivable that the taxpayer honestly believed all the records had been destroyed in the fire. Supposing this unlikely state of affairs to be true, would the taxpayer still be guilty of the crime charged—neglecting to produce records?

Merely overlooking the things requested by a summons is not equivalent to the crime of "neglecting" with which the taxpayer was charged, declared the court. In order to hold a man criminally negligent, the court said, it must find that he overlooked things that an ordinary, reasonable man would have seen.

The court examined the records still in existence, records that it had seen and dismissed as not being the records called for by the summons. This examination convinced the court that even a "casual investigation" would have disclosed these were part of the desired records. The inference was thus unavoidably that the taxpayer either knew the records' true identity and knowingly kept them from the commissioner, or that he had failed to give the summons the degree of care to which it was entitled. Accordingly, the taxpayer was found guilty of contempt of court.

(*U.S. v. Becker*, U.S. District Court Southern District New York, decided March 25, 1958.)

VEEDER-ROOT

"Keep the Finger"
on
Costs...
Stocks...
Sales



with Veeder-Root
VARY-TALLY

Rejects ... inventories ... sales by items ... sizes ... colors ... work-assignments ... prices ... whenever you need to keep accurate count of details that would otherwise be tallied by hand ... get Veeder-Root's VARY-TALLY, the multiple-unit reset counter that counts everything countable.

Arranged compactly on stands in tiers, Vary-Tally can be supplied in almost any combination or numbers of counters, right down to single units. Write for prices. **Veeder-Root Incorporated**, Hartford 2, Connecticut.



"The Name that Counts"

(Circle number 126 for more information)

MANAGEMENT METHODS



IDEAS ARE THE DIFFERENCE

"A month never goes by that I don't get at least one practical idea out of **MANAGEMENT METHODS**."

ALVEN S. GHERTNER, President
Cullom & Ghertner Company
Nashville, Tenn.

BETWEEN PROFIT & LOSS

and nobody knows it better

than the 50,000 top management readers of **MANAGEMENT METHODS**

That's why **MANAGEMENT METHODS** devotes all of its editorial content to practical ideas that can be used — right now — to solve administrative problems. It's also why over 200 advertisers who have something practical to tell to top managers find M/M's pages to be action-producing* for practical solutions to administrative problems.

** If you would like details about M/M as an advertising medium for your firm, please write to: Sales Manager, **MANAGEMENT METHODS**, 22 W. Putnam Avenue, Greenwich, Conn. No obligation, of course.*



SURVEY REPORT

How you look to the man

If you wonder what your subordinates think of your management skill, here are some survey results you'll find revealing. Test yourself against the attitudes shown in the chart.

Odds are strong that each of these three statements applies to you personally as a top level executive:

1. You don't get anything close to full power from the middle managers or junior executives who work under you.

2. Your subordinates recognize

WHAT THEY SAID

Here's what 420 middle and junior executives said:

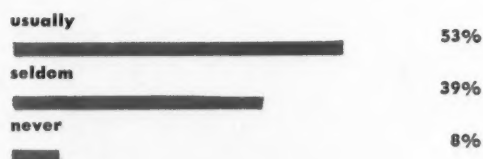
In your opinion, does your superior need additional management training?



Has your superior told you, in general, what is expected of you to qualify for promotion?



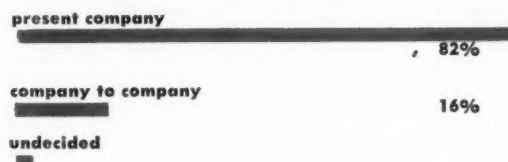
Does your superior commend or otherwise reward you for outstanding work?



Does your superior encourage you to suggest new ideas or methods?



Do you feel that the best route to success is by progressing with your present company or moving company to company?



How well are you kept informed on present company business and future plans?



Are you being given full opportunity to develop your management potentials?



Does your company give promotion fairly and impartially?



under you

and admit that they could contribute more but they blame you at least in part for the problem.

3. Your subordinate managers feel you have failed to give them the motivation, facts and steering they need.

These and other revelations (*see chart*) come from a new, confidential survey of 420 middle and junior executives across the country. Participants in the project cover a cross-section of business and titles.

Chief criticisms

A majority of the respondents indicated that they feel severely handicapped by a lack of guidance from above. Key finding: 58% said their superiors have not told them—even in general terms—what is expected of them to qualify for promotion. Furthermore, a majority of the respondents stated or implied that their work suffers because of a lack of communications. Only 37% said they are kept “very well” informed on present company operations and future plans; 43% said they are kept only partially informed, and the remaining 20% said they are poorly informed.

And here are two more survey results that, from top management's point of view, are harshly and embarrassingly negative:

- Almost half of the middle and junior executives who took part in the survey said that their superiors seldom or never commend them or otherwise reward them for outstanding work.

- When asked if their companies recognized their true worth, 22% gave an outright no answer, and another 40% indicated they were in the frustrating position of not knowing whether their worth to the company is recognized or not.

Do these negative answers, and the criticism of top management that is implied, represent merely a

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\$1.25 EACH!

A recent survey indicates that, on the average, it costs from \$1.00 to \$1.25 to send out an ordinary business letter. One sure way to balance your business budget is to eliminate the waste of time and paper involved in retyping. Use Millers Falls EZERASE — the bond paper that erases perfectly with a common pencil eraser. With EZERASE you get neater letters faster, with a real saving of time and money. It's a secretary's dream and a budget-balancer's delight.

Better papers are made with cotton fiber

MILLERS FALLS
EZERASE
BOND AND ONION SKIN

MILLERS FALLS PAPER CO. • MILLERS FALLS, MASS.

(Circle number 136 for more information)

How would you rate your immediate superior on the following qualities?

	Excellent	Good	Fair	Poor
Delegation of authority	23.6%	37.6%	26%	12.8%
Planning ability	19.9%	45.5%	26.3%	8.3%
Organizing ability	19.4%	38.1%	30.7%	11.8%
Knowledge of business principles	21.5%	44.1%	24.7%	9.7%
Ability to motivate people	21.4%	27.6%	31.8%	19.2%

biased, self-centered attitude on the part of lower-level managers—and an inability to understand the problems and complexities that their superiors must face in their top management jobs?

It does not seem justifiable to brush aside the survey findings on this basis. Here are two reasons:

First, all of the participants in the survey are men who are studying management in their own spare time, through a well-known management training program.*

*The survey was conducted in conjunction with "Management Methods" by Alexander Hamilton Institute, noted for its comprehensive course in management training. The survey questionnaire was mailed to a random sampling of middle and junior executives enrolled in the course.

Second, the negative, critical answers to some survey questions are counter-balanced by positive, favorable answers in those areas where the respondents feel their superiors are doing a satisfactory job. For example, three out of four of the respondents said their superiors encourage them to suggest new ideas or methods. Eighty-two percent said their companies give promotions fairly and impartially, and almost all (92%) said their companies consider efforts at self-development in selecting men for promotion. More than 80% said they feel their best chances for business success lie with their present firms, rather than in greener pastures elsewhere.

Listen and learn

But for the senior executive who is wondering what his subordinates

think of his management skill—and is willing to benefit from what his subordinates think—this survey finding is significant:

Four out of five of the survey participants said they are of the opinion that their immediate superior needs additional management training.

The survey questionnaire asked each respondent to rate his boss as either excellent, good, fair or poor in each of five basic executive qualities. The chart above shows the tabulations of answers to this question.

Note that for the first four qualities of delegating, planning, organizing, and knowledge of business principles, the majority of the respondents gave their bosses either an excellent or good rating. But for the fifth quality—ability to motivate people—more than 50% of the respondents rated their bosses as only fair or poor.

Top management's need for better motivating ability is emphasized in the answers to another question: *What do you think is your immediate superior's greatest need to make him a better boss?*

More than half of the respondents who wrote answers to this question touched on motivating ability. Here is a random sampling of the comments:

"A better understanding of human relations."

"More diplomacy."

"A more comprehensive knowledge of personnel handling."

"Much needed improvement in handling personnel."

"To circulate among managers more often . . ."

"Needs to lose a certain amount

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but copies precisely like the original...
thousands if needed...in minutes!

Xerography *copies the quality*, too. Whether it's a simple report of a few pages and a few copies, or a monumental report of hundreds of pages, you can copy it onto duplicating masters faster by xerography—and still retain all the crispness and impact of the original quality.

That's a boon for any executive. It means that every copy distributed will be as sharp and clear as yours.

You get copies precisely like the original—thousands if needed—in minutes. And xerography's versatility permits enlargements, reductions, or size-to-size copying. The cost is low—so low you can now do things you never before thought economically feasible.

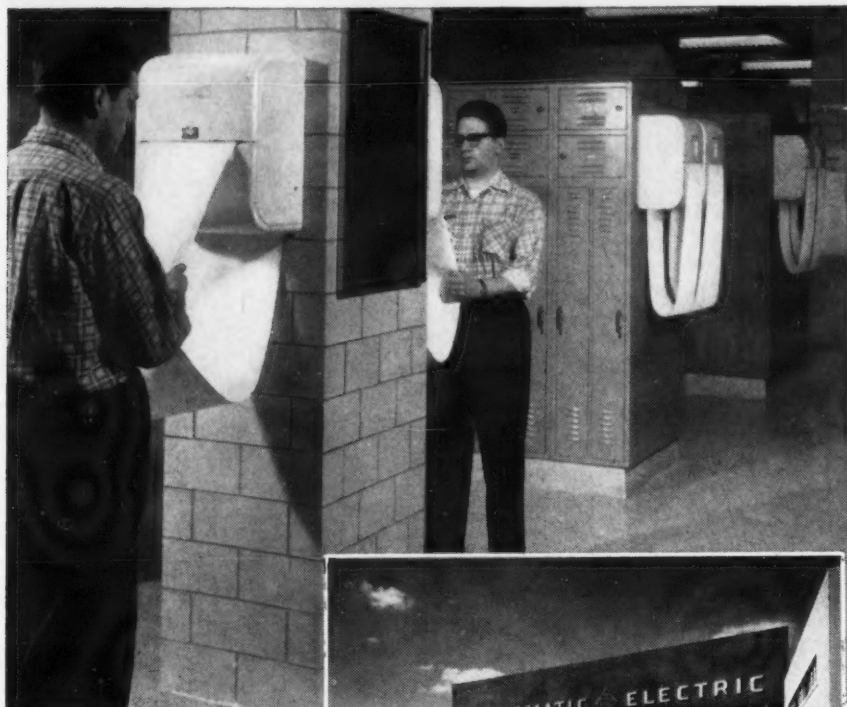
Write for proof-of-performance folders showing how xerography is saving time and thousands of dollars

for companies of all kinds. Haloid Xerox Inc., 58-199X Haloid Street, Rochester 3, N. Y. Branch offices in principal U.S. and Canadian cities.

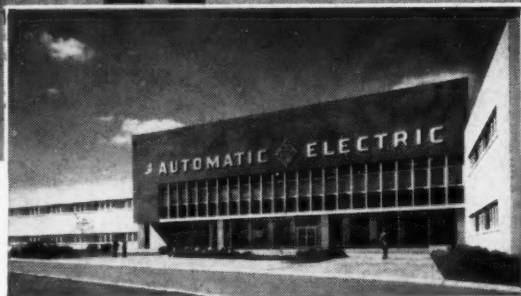
**HALOID
XEROX®**

(Circle number 122 for more information)

COTTON* makes good connection with Automatic Electric



*Fairfax Towels used by Automatic Electric Company are supplied by Chicago Towel Company.



● From its beginning as the originator of the dial telephone in 1892, Automatic Electric Company has come a long way. As the leading manufacturing unit of General Telephone, its vast new facilities at Northlake, Illinois, provide 35 acres of floor space *under one roof*, designed for efficient straight line production of telephone equipment and relays, switches and other components used in automation and electrical control. And because a "house" of this size demands extremely efficient housekeeping, too, Automatic Electric provides its 8,000 employees continuous cotton toweling, in plant and office washrooms.

The companies using cotton towels or toweling have found that they improve employee relations and speed up washroom traffic. And, of course, reduced maintenance costs are also important.

Why not see what cotton can do in *your* plant or building? For free booklet on cotton towel service, write Fairfax, Dept. R-8, 111 W. 40th Street, New York 18, N. Y.

Here's How Linen Supply Works...

You buy nothing! Your linen supply dealer furnishes everything at low service cost—cabinets, pickup and delivery, automatic supply of freshly laundered towels and uniforms. Quantities can be increased or decreased on short notice. Just look up LINEN SUPPLY or TOWEL SUPPLY in your classified telephone book.

Clean Cotton Towels...

Sure Sign of Good Management

Fairfax Towels



WELLINGTON SEARS COMPANY, 111 W. 40TH STREET, NEW YORK 18, N. Y.

(Circle number 143 for more information)

of egotism and give more credit . . ."

"More interest in employees and their work."

"More meaningful communication on the personal conference type level . . ."

"Understanding of individuals and their desires."

"He should be better able to reprimand when necessary . . ."

"How to give orders. Cannot get along with people."

"The distance between him and the men under him is too great . . ."

"A better understanding of people and what motivates them."

A similar unanimity in response was brought forth by this question: *If you were asked to make one suggestion for improvement of relations between top management and your level of management, what would that suggestion be?* The respondents put the emphasis in their written answers on the value of improved communications. Among the comments:

"More clearly defined objectives and policies."

"Speed and assure the flow of information."

"Closer relationship between all levels of management."

"From time to time, sit down and have a table discussion."

"Let our superiors tell us how we are doing as supervisors and as members of management."

"Take time to listen!"

"More regular 'discussion only' periods."

"At least once a year have an interview and critique by immediate superior."

"Have top management devote a specified amount of time as a minimum to my sphere of operations."

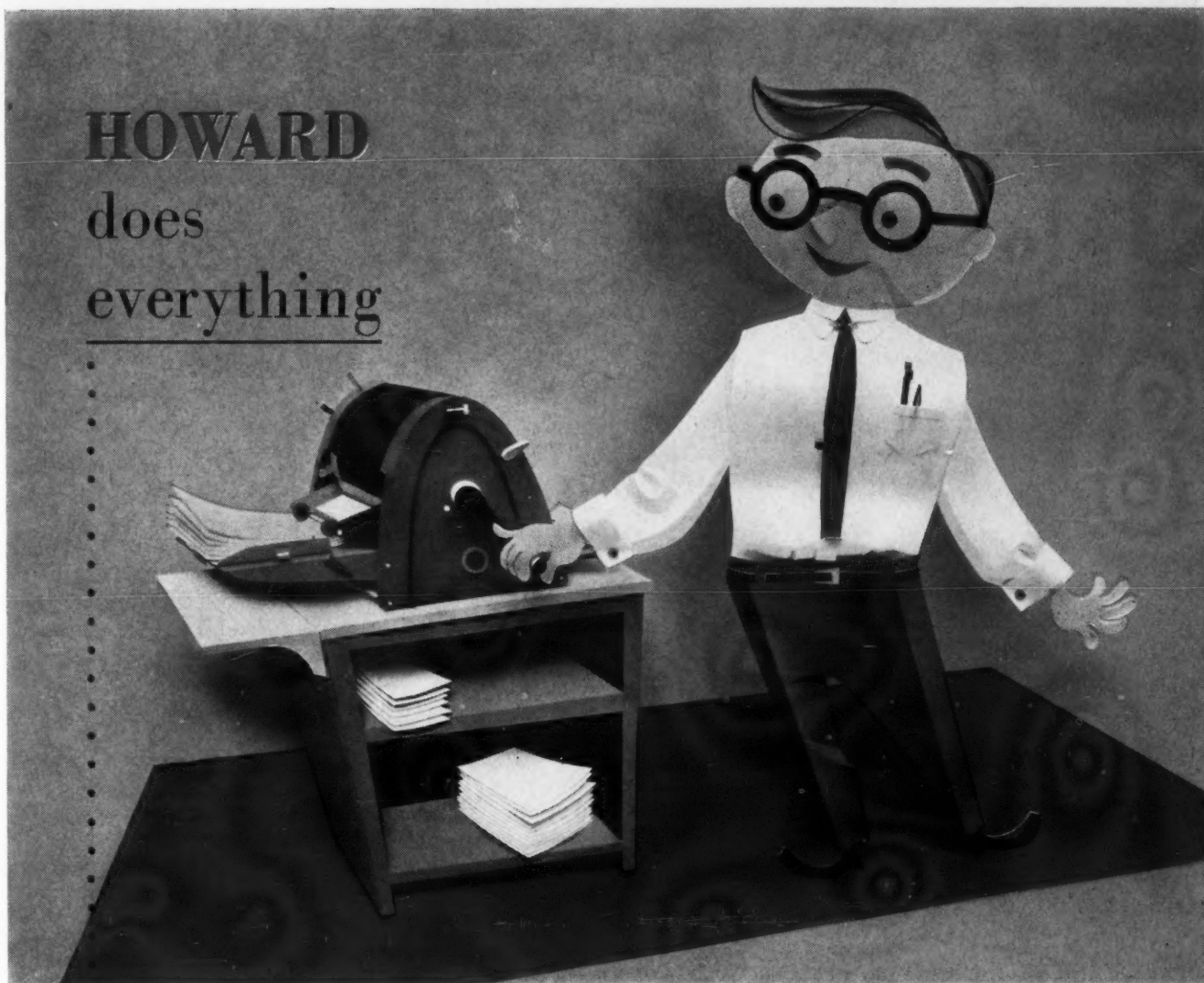
"A detailed report on business, monthly."

"Let us know what management's problems are so we can better understand their decisions."

"The union 'grapevine' generally has the news before general supervision. Management should better inform its supervisors."

The final question in the survey invited the middle and junior executive respondents to offer any additional comments concerning their attitudes toward top management. Many of the expressions that were written out were both signi-

HOWARD
does
everything



... around the office

Office managers, please note! You've got a friend named "Howard". He's a good friend—reliable and versatile. He's a friend that will help you cut costs if you put him to work. Howard, of course, is an extraordinarily fine line of office and business papers.

Take Howard Duplicator Papers, for instance: Howard Watermarked, and

Workwell. Each is a perfect example of its grade, Workwell being thriftier, and each comes in classic clean, clear colors and brilliant white. Both are in use in thousands of offices—as are all the other lines for every business and office use made by the four divisions of Howard Paper Mills, Inc.*

Remember "Howard"—an easy name, a good name—to remember.

Ask for

Howard



**HOWARD
PAPER MILLS,
INC.**
Dayton, Ohio

*Bonds • Ledgers • Mimeograph • Duplicator • White Print
Process Master Papers • Letterpress and Offset Papers • Envelopes*

* **FOUR DIVISIONS:** HOWARD PAPER DIVISION, Urbana, Ohio—AETNA PAPER DIVISION, Dayton, Ohio—MAXWELL PAPER DIVISION, Franklin, Ohio—DAYTON ENVELOPE DIVISION, Dayton, Ohio

(Circle number 121 for more information)



HIGH, LOW & LAST, INC.

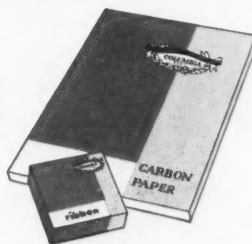
Bullish on Columbia Ribbons & Carbons

"On stock transactions no longer do we err, Because copies three and four no longer blurr," said Low to High.

"I'm high on Low," said Last. "Ever since he teamed our business machines with Columbia Ribbons and Carbons!"

* Trade-mark reg. U. S. pat. off.

Columbia^{*}
RIBBONS & CARBONS



COLUMBIA RIBBON & CARBON MANUFACTURING CO., INC., GLEN COVE, NEW YORK

(Circle number 132 for more information)

ficant and revealing. Here are a few samples:

"Lower management has a *duty* and *responsibility* to tell upper management what it thinks."

"Management tends to count too much on the amount of work done with little regard for efforts of improving methods and efficiency."

"Supervisors need clear cut rules to operate by. Without them, they take too many routine matters or minor crises to higher authority."

"Top management would often do well to consult department managers on the advisability of making changes."

"My present employer fails to train enough junior executives or provide opportunity for them."

"Responsibility should be channeled down through the organization with respect to every position and channeled back the same way."

In summing up the findings of this survey, James M. Jenks, secretary of the Alexander Hamilton Institute, said this:

"Throughout the questionnaires there are recurring expressions of desire on the part of these middle managers and junior executives to be given the opportunity to work more closely with top management. I know that many top executives say their doors are always open to anyone in the organization who wants to discuss business problems. However, this is essentially a passive approach. What the survey indicates more than anything else, in my opinion, is that top managers must *actively* encourage subordinates to work on the management team. It is in this way that fuller utilization of the potentialities of this management group can be achieved." m/m

Management is spending more for employee communications

Despite the current profit pinch, and cost cutting measures being taken by many managements, U.S. corporations are spending more now than ever before to communicate with employees. This fact was pointed out in a study just concluded by the House Magazine Institute.

Findings show that 23% of the firms surveyed have actually increased their employee magazine budgets. m/m



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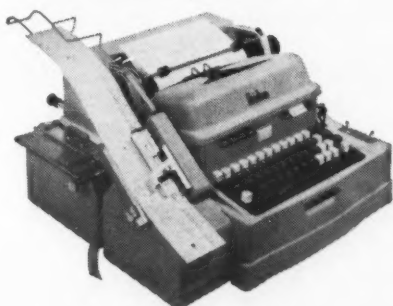
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The Thinking Machine of American Business

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YES, unquestionably. No other office development in years affects so many offices both large and small, and so many types of business.

While office procedures and functions remain much as always, Friden has introduced a radically new way of carrying them out: *Everything goes on punched paper tape!*

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And you see how Friden automatic machines, with their new "common language," can work and think *together* for swift production at lower costs.

Friden Tape-Talk machines can automate your office in *any* desired degree... (1) eliminate need for manual movements and operator decisions... (2) increase work output without increasing payroll costs or overtime... (3) end errors normally occurring in data recopying.

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Shipping Papers for Next Shipment

Reproducible Copy of Original Order

Reproducible Copy of the Original Order Extended

Invoice Copies Covering the First Shipment

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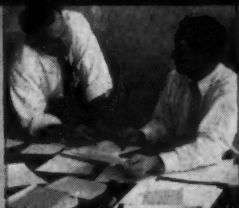
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for order-invoice and other applications.

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Company _____
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Tear out and route to:

Workshop for Management

PRACTICAL IDEAS YOU CAN USE RIGHT NOW!

COST CUTTERS

SLIM DOWN YOUR PRODUCT LINE

■ **TRIMMING** the number of models in your line can cut your production and handling costs. Further, this cutback in models will ease the inventory burden of your distributors and retailers.

Case in point: Hotpoint Co., division of GE, has drastically sliced its 1959 line of television receivers. The new line features only 14 models, as compared with 34 models in the '58 line. Marketing Manager Don F. Johnston says, "This shortest line in Hotpoint's history will greatly relieve the inventory problems currently facing our retailers."

LEASE BACK YOUR RETIRED EXECUTIVES

■ **SEVERE LOSS** to many companies occurs when a key man is forced to retire at age 65 because of compulsory retirement policies.

Now there's a way to side-step the problem, and keep the key man working without breaking company rules. Office Temporaries Inc., a New York personnel service bureau, has set up what it calls the Picker Payroll Plan. In a nutshell, the method works like this: PPP hires the retired man, then leases him back to his former employer.

An executive of a major oil company, for instance, was in the midst of a number of important projects

when his compulsory retirement date arrived. To abandon the projects in midstream, or to turn them over to someone else would have been costly. Solution: the man was officially retired, immediately hired by the Picker Payroll Plan and leased back to the oil company without his losing an hour on the job.

PPP offers variations of this service, takes 15% of the key man's salary as a service fee. PPP maintains all records, assumes complete responsibility.

In another case, a Pennsylvania firm wished to open a small New York office, but wanted to avoid all the troublesome regulations covering branches of out-of-state firms. Solution: the firm opened its New York office, but PPP staffed it. Thus the office was legally that of Picker, not the Pennsylvania firm.

PIPE IN WORKING MUSIC

■ **MISSISSIPPI POWER & Light Co.** installed a "working music" system in its machine accounting and billing department with these results:

1. An 18.6% boost in productivity.
2. A 37% decrease in errors.
3. A 16% drop in billing time.

Muzak, Inc. uses this kind of reasoning as an argument in favor of music in the office:

It's generally agreed that clerical employees work at only about 50% of capacity. Salary costs average 75% to 90% of total office costs. So even a slight increase in efficiency can result in big dollar savings.

Planned working music is one way to relieve tension and monotony, boost worker output, Muzak states.

USE "ACCOUNTING OFFICE ON WHEELS"

■ **A MOBILE ACCOUNTING OFFICE** has cut accounting costs about 40%—and provided more accurate figures—for Tresler Oil Co. of Cincinnati. The company's "traveling office" represents an idea that can be adapted by any firm with centralized accounting for numerous branches, stores or repair centers.

Tresler's "accounting department on wheels" is a truck staffed by a trained accountant and equipped with a Victor Mult-O-Matic printing calculator. It makes the rounds of the company's 100 service stations.

Now the central accounting office doesn't have to wait for station reports to be prepared and submitted. The mobile office does the work.

"Result of this on-the-spot accounting has been not only getting more accurate figures more quickly, but cutting the former cost almost in half," says President George H. Panuska.

PRUNE PROFITLESS FRILLS

■ **CONSIDERABLE** dollar savings can be accumulated by trimming

around the edges, abolishing non-essential frills.

A California electronics plant has drained its fish pond to save the cost of keeping it clean. Some firms are dropping company sponsored athletic teams, and a Philadelphia concern has curtailed costs of trade publications by requiring technical people to share copies.

One large company trimmed its force of night watchmen, feels it obtains equivalent protection by equipping the remaining men with motor scooters.

Prices have been raised in some company cafeterias to reduce or eliminate the operating deficits. One firm has started a policy that requires employees to submit monthly records of their personal phone calls together with payment at 10 cents per call.

A New York firm finds there are savings when pencils are rationed out to the clerical workers at regular intervals instead of being requisitioned or just taken at the employee's convenience. Another company now issues one low cost mechanical pencil to each employee, leaves it up to the individual to replace it if lost.

Another company makes salesmen talk their expense accounts into a dictating machine; expenses have dropped measurably (the company doesn't know exactly why).

Executives, individually, can let company cost cutting carry over into their personal finances, and many have. Attendance at this year's machine tool industry convention in Chicago was about half that of last year, although there were the same number of men on hand. They simply left their wives home.

DO BOOK RESEARCH BEFORE LAB RESEARCH

■ **DON'T START** a research project in the lab until it has been thoroughly researched in the library.

That's a rule that too few companies follow. Firms are constantly



spending thousands of dollars to research facts that have already been uncovered by someone else.

One of the country's largest electrical manufacturers spent two years and thousands of dollars experimenting with artificial rain-making. Then the researchers learned to their surprise that they had been duplicating research work done 20 years earlier by Dutch scientists. A good reference librarian could have turned up the research findings in a matter of hours.

Although nearly 2,000 U.S. firms have their own technical libraries, many of them are little more than book check-out departments operated by clerks.

A technical library is useless unless it has the services of a qualified librarian, equipped with adequate resources, says Harold S. Sharp, chief librarian for the Farnsworth Electronics Co., Fort Wayne. It's true, he adds, that technical libraries cost money, but an effective one more than pays its own way. Furthermore, firms without their own libraries can make use of good library resources available to them from universities, associations and the government.

TIME SAVERS

GET A HEAD START ON THE WORK DAY

■ **ARRIVE AT THE OFFICE** an hour or even a half-hour before starting time and you can get twice as much accomplished as during midday.

This is the experience of Nathan W. Picker, president of Office Tem-

poraries, Inc., New York. He also finds that early morning staff meetings save time, and eliminate the pointless discussion that often drags out meetings.

President Picker calls staff meetings at 8:30 a.m., with the understanding that the meeting must break at 9:00 a.m. when the office opens. The result is a fast-paced meeting that allows no time for pyramiding discussion. When the president asks a question of one of his executives, and gets an answer, the meeting moves on to other topics. This method, says Picker, trains executives to sharpen their thinking, since they know they don't have time to beat around the bush: they must make their point in as few words as possible.

Picker has one other technique for encouraging his staff associates to sharpen their thinking. His method: never answer a first memo from a staff member asking for advice or direction. If you don't do the man's thinking for him, says Picker, in four out of five cases he will work out the solution himself—and probably won't bother you the next time he faces a problem that he is actually able to solve himself.

PIN DOWN TIMES OF SOCIAL ENGAGEMENTS

■ **STANLEY MARCUS**, head of Neiman-Marcus in Dallas, believes businessmen waste a great deal of time by arriving too early for loosely scheduled social engagements. He suggests that when invited to a social gathering, the business executive determine in advance from the host or hostess exactly when the party is to begin. Retailer Marcus himself refuses to accept invitations unless he can elicit the actual time schedule. When invited to dinner, he arrives just one cocktail early, having put to good use valuable minutes or hours that might otherwise have been wasted in idleness. "Dinners called for 7 p.m. and served at 10 are inedible," comments Gourmet Marcus.

MORALE BOOSTERS

USE COFFEE BREAKS FOR QUICK MEETINGS

■ ONE WEST COAST PLANT gets an occasional bonus from its coffee break. At random intervals, the break becomes a "coffee conference," giving supervisors a chance to discuss problems with their work groups. The company supplies doughnuts and coffee. These meetings, of course, are not scheduled every day, just when needed.

Note: Where rest periods have been negotiated with a union, consent must be obtained before using them for business purposes.

OFFER WEATHER BULLETINS

■ A FIRM THAT KEEPS its employees posted on the weather finds the cost nil, the gratitude high. "We figured the weather is important to everyone," says a spokesman for the firm, "particularly in the summer when



most people like to plan outdoor weekend activities."

The company has designed a "weather board" which carries weekly forecasts on a day-to-day basis. Forecast information is obtained from the local office of the U. S. Weather Bureau. The information not only helps employees plan personal activities, but enables them to plan their clothing and work transportation in advance.

SALES BUILDERS

MIX JUDGMENT WITH RESEARCH FINDINGS

■ FOLLOWING a market research study, it's a common mistake for management to rely not only on the facts, but on the conclusions supplied by the researchers.

This can be dangerous, warns H. Stanley Lawton, vice president of sales and development for Michigan Chemical Corp.

"Have the researchers get the facts and present them, but make the deductions yourself," he says.

Speaking before the recent American Marketing Association conference in New York, Lawton said:

"Those of us who are responsible for taking action based on the findings of the researchers all too frequently accept as gospel truth the deductions and conclusions which the researchers have drawn. A tendency on the part of the busy manager is to read the report, to remember the conclusions and deductions, and to glide quickly over the data which is supposedly fact. Do not fall prey to this. Read the facts and estimates, and in light of your own knowledge of the industry situation and your own marketing problems, make the deductions yourself."

MAKE YOUR SALESMEN PLAN

■ PROBABLY NO ONE needs to plan his work more than a salesman does. Yet it's evident that too few salesmen mix enough planning into their work. Chief reasons: they have never been trained in efficient work methods, reporting procedures don't force them to plan, or their paperwork and other fringe duties may leave them little time for planning and pre-scheduling. The net result may be that your salesmen are spending a lot less time than they

should for actual selling. To begin to attack the problem you might consider a workshop session at your next sales meeting, offering your sales force a short course in work efficiency, with the emphasis on planning ahead. The result can be not only more sales calls, but less travel expense as well. Written bulletins to salesmen on the subject of planning can also help.

Some firms have set up training programs designed specifically to show salesmen how to gain selling time by detailed advance planning and scheduling that results in less travel time, more thorough customer analysis, concentration of effort where potential is greatest, cutting down time spent waiting to see customers and prospects.

Another approach is to study, simplify and improve your procedure for sales reports. Think in terms of designing the reporting method to both save time and force the salesmen to plan ahead in order to properly complete their reports.

One company has devised a sales report that uses code numbers, takes only 60 seconds to fill out yet contains all the sales intelligence the firm requires to market effectively.

WEIGH INSIDE VS. OUTSIDE MARKET RESEARCH

■ WHEN YOU ARE PLANNING a market research project, let the scope of the job determine whether it will be done by an outside firm or by your own research group or field sales people.

This advice comes from H. Stanley Lawton, vice president of sales and development for Michigan Chemical Corp., speaking before the recent American Marketing Association conference.

He points out there are pros and cons for both internal and external research.

Factors in favor of hiring outside researchers: they can help define the problem, may show you that

you are aiming the research in the wrong direction; they can make use of information already in their files; they can open doors that might be closed to your own staff fact-finders; they can usually present their findings in the best form for use; they are likely to turn up better information than would your own staff; and they can do the job without a disruption of your own staff's normal workload.

Factors against hiring an outside research firm: professional researchers sometimes tend to tell you what they think you want to hear; they are expensive since charges usually run \$100 or more per day per man, plus expenses; and they may inadvertently give away more information than you wish to have in the hands of potential customers or competitors.

There are also two sides to the coin when it comes to using your own research staff, says Sales Executive Lawton. To quote him:

"Your own company people want to do their best as a rule. However, the temporary people you may hire to augment your ranks during research frequently lack company loyalty, and are sometimes careless about their sources of information and the amount of company infor-



mation they give away during an interview. In addition, you have to be careful that these temporary people are the type of people your company would want representing you when they call on potential customers to determine market potential. Also with regard to your own market research department, you must be careful that the project on which you have your research people working is considered suffi-

ciently important so that it does not get hasty handling to make way for another project, which is considered more important by the market research department. If this is not done, the sample used to define the market and determine sales potential is frequently too small.

"With regard to using your own field salesmen, it has been found by many companies that this is not wise because the salesmen tend to get confidential with the customers or other people in an allied industry on whom they may be calling. Generally, they give too much information and get too little. Frequently they get so friendly with the customer that they will believe anything the customer tells them. With non-customers they are not very skilled in getting information. And as important as any other consideration, they lose valuable selling time."

USE CLIPPING SERVICE TO FIND FRESH LEADS

■ YOUR BEST LEADS may be as near as your morning newspaper. One diaper service, for example, has a system set up for checking all local papers in the extensive area it covers, for announcements of baby showers and births.

A similar approach for obtaining solid sale prospects—not just suspects—is used by Babaco Alarms Systems.

The firm has a contract with Luce Clipping Bureau to supply a clipping of any newspaper story about hi-jackings throughout the country. Then while management in the victimized firm is still vividly aware of the theft, Babaco air-mails literature about its truck alarm systems and, wherever feasible, has a salesman call. A majority of such hot leads is quickly converted into orders, Babaco reports.

The alarm firm gets added mileage from these news clips by compiling them into a "warning bulletin" that it mails to truck shippers—alerting them to the latest trends

WANTED

INFORMATION LEADING
TO THE SOLUTION OF
COMMON MANAGEMENT
PROBLEMS.

REWARD

Management Methods will pay a reward of \$10 for each problem solving idea published in this Workshop for Management. Ideas must be practical, concisely written, and readily adaptable by other firms. Each item should fit into one of these five categories:

**COST CUTTERS
PROFIT MAKERS
SALES BUILDERS
TIME SAVERS
MORALE BOOSTERS**

Ideas used will include credit line for you and your company. Address: The Editor, Management Methods Magazine, 22 W. Putnam Ave., Greenwich, Conn.

and tricks in hi-jacking circles—winning goodwill and more sales for Babaco.

KEEP HAMMERING AT SAME CUSTOMERS

■ TOO MANY SALES are lost because the salesman gives up too soon.

Consider these facts from a recent survey by National Sales Executives, Inc. Eighty percent of all sales are made after the *fifth* call. But the study indicates that 48% of salesmen make only *one* call on a prospect. Twenty-five percent call twice, then quit. Only 12% make three calls before giving up.

Ten percent continue to call. This persistent group is responsible for 80% of all sales, the survey findings show. m/m



How your wife can back you in your job

In this tape recorded interview, six wives of top executives make one point clear: although the average executive can get along in business without an assist from his wife, he is shortsighted if he overlooks the help she can give. The dozens of suggestions offered here will make valuable reading both for you and for your wife.

“A wife is either an asset or a liability to an executive. There is no in-between. If she isn't a help to him, then she is a millstone.”

These direct words belong to Mrs. Janith North, a mother of four, and wife of a West Coast company president. She was speaking during a tape recorded round table interview conducted by a MANAGEMENT METHODS editor.

Six wives of young presidents took part in the interview (*see panel next page*). They were not briefed in advance on specific questions to be asked, and no husbands were present during the discussion. The interview was held in the Pasadena, Calif. home of Mrs. Clara Burgess, who served as hostess.

The wives gave frank, unhesitating

answers to such questions as these:

- *How can a wife best back up an executive in his business life?*
- *Should she take a personal interest in his business problems, or attempt to remain completely apart from them?*
- *How significant is the wife's role as a “sounding board”?*
- *Are there dangers when company wives socialize among themselves?*
- *Should an executive's wife try to stop her husband from working too hard? And what about vacations?*
- *What can an executive do to help his wife in her job of supporting him?*
- *When should a wife travel with her husband?*

Three of the women interviewed are

MM'S PANEL OF PRESIDENTS' WIVES

**Mrs. William H. (Clara)
Burgess**
(two children)
Electronic Specialty Co.
Los Angeles



**Mrs. Hugh F. (Audy Lou)
Colvin**
(four children)
Consolidated Electrodynamics
Corp.
Pasadena



**Mrs. Warren C. (Lynn)
Cordner**
(three children)
First Thrift of Los Angeles
Los Angeles



**Mrs. Lewis H. (Royle)
Glaser**
(two children)
Revell, Inc.
Venice, Calif.



**Mrs. Henry E. (Janith)
North, Jr.**
(four children)
Arcadia Metal Products
Fullerton, Calif.



**Mrs. Douglas A. (Betty)
Russell**
(three children)
Daniel, Mann, Johnson &
Mendenhall, Architects and
Engineers
Los Angeles



wives of executives who have been the subject of articles in MM's series, "Profile of a New Kind of Manager."^{*} One of the wives, Mrs. Royle Glaser, serves as an active vice president in her husband's firm. All six are wives of members of the Young President's Organization.

The comments that follow represent the actual transcript of the taped interview, slightly edited and condensed. Here, then, is what six executives' wives have to say about the things a wife can do to assist her husband in his business career.

^{*}Lewis H. Glaser (MM, Nov. '56), Douglas A. Russell (MM, Sept. '57), William H. Burgess (MM, Feb. '58).



PHOTOS BY ERNEST E. RESHOVSKY

Six presidents' wives candidly expressed their ideas in this three-hour tape recorded discussion.

Q. To keep competitive in these times, a business executive must use every resource at his disposal. Is it reasonable for an executive to think of his wife in terms of a business asset? And if so, how can she best back him up in his work?

Lynn Cordner: A wife can very definitely serve as a business asset. How she does it depends on her background and her familiarity with the things her husband deals with. One thing that every wife can do is help in budgeting his time, especially his social time. She can help control the demands put on him outside his business life.

Royle Glaser: I think the help a wife can give depends not so much on her own background and qualifications, as on the male ego—whether her husband is permitting her to help him in his career. Most wives have a lot to contribute. Many times they don't know it. And in many cases the husbands don't realize it. I would say that most

executives' wives have never been given an opportunity to support their husband in his work. It takes a certain greatness in a man to be able to share the spotlight with his wife, for example. And, by the same token, I think a wife who undertakes to back up her husband in his career must be constantly on her guard that she is not actually competing with him for the spotlight. This kind of competition is unhealthy for a marriage.

Audy Lou Colvin: I personally have nothing to do with my husband's business affairs. We have agreed that this is the best arrangement, and I consider myself very fortunate. I like to think that my hus-

band's home life is important enough that having the major part in that is enough for me to do. If I were to take an interest in my husband's business, especially as his life becomes more and more complicated, it would mean that we would both have the same problems on our minds at the same time. But under our arrangement I am free of his problems, and can help him get his mind off the business during his leisure time.

Janith North: My feeling is that being a sounding board—a good listener—is one of the best ways a wife can contribute to her husband in his work—the ability to really *hear* what he has to say, *understand* what he has to say and perhaps make a comment or two. Being a good listener sounds simple, but it is important, and it is not really as easy as it sounds.

Betty Russell: I think it is extremely

important for a wife to make her husband feel that she is a good listener when he wants to discuss his work. There are some things that a man can't say to his associates or subordinates, but he can express them to his wife. It gives him a way to release the pressure—to let off steam. There are times when everyone has to let his hair down. Whether or not a wife knows anything about the business doesn't matter; if he tells her and she listens, it helps.

Audy Lou Colvin: I disagree with that. I think it is dangerous to suggest in a general way that an executive should use his wife as a sounding board, and that the wife should assume this role. Some executives find no comfort in discussing business problems with their wives. And I'm sure some wives feel it is a mistake to encourage their husbands to relive their business prob-

lems by discussing them over the dinner table. I think that *sometimes* a wife can help her husband by serving as his sounding board, but there are other times when a wife can do better to divert him from his business—encourage him to think and talk about other things. It depends largely on the wife-husband combination, and there must be as many different combinations as there are executives.

Lynn Cordner: I as an individual have no background in my husband's business. He deals in a world where there is no place for me. But I do listen. And I try to keep up with the trends. I feel that there are times when I can assist him by making a few suggestions regarding company personnel.

Clara Burgess: That is a significant point—the suggestions regarding company personnel, I mean. As with Audy Lou Colvin and Lynn Cordner, the technicalities of my husband's business are Greek to me. But in the area of the general relationships among company people—there I think I can be of real help. And so I encourage my husband to share his business problems with me as much as possible. I try to make opportunities for him to tell me what he has been thinking and doing during the day.

You know, when a man gets to the executive level, so much of his time is completely dominated by his business that if he doesn't share some of it with his wife, he is not sharing his life with her. She becomes something completely apart. Speaking very personally, if I didn't know a little about what my husband is thinking and doing during those eight or 12 or 14 hours that he is away from home every day, then I feel that I wouldn't be working at marriage.

Q. And you feel, Mrs. Burgess, that although you can't help him with the technical problems of his business, you can assist him with some of the human relations problems?

Clara Burgess: Yes, but I love to have him tell me about the other things too—whether or not to expand, whether to seek new capital

"An executive's male ego determines how much help his wife can give him."

Royle Glaser



by taking the opposite side, so he can examine and test his ideas."

Clara Burgess

in the East or West. I find these topics fascinating even though I could not offer any sound advice on them.

Q. Do you think it does him some good to tell you about them?

Clara Burgess: Certainly it does. He does his thinking in his office, and then at home at the dinner table, after the children have gone to bed, he thinks them over again in entirely different surroundings. I never hesitate to offer an opinion and when he is trying to reach a decision, I always take the opposite side—think of all the objections I possibly can—so that he can re-examine and test his own decisions. Sometimes we have wonderfully long discussions. It is very important to me as a wife to participate in this way.



Q. We have discussed in general how a wife can support her husband in his work and specifically the wife's role as a sounding board. What are some other specific ways an executive can use his wife as a business asset?

Lynn Cordner: I think some of the most obvious ways are among the most important. For example, you help him become a healthy thinker on the job by making sure he gets a balanced diet, and spends enough time at the right kind of exercise and recreation. I think it is also important for a wife to encourage her executive husband to devote a reasonable share of his time to his children. Sometimes these men become so involved in their jobs that they lose touch with their children. It is his wife's duty to recognize this problem if it starts to develop, and then find ways to stop it.

Audy Lou Colvin: Sometimes the wife's contribution is made by providing the stimulation or motivation behind the executive. Or she may create the atmosphere that makes it possible for him to live with his own motivations. This may sound like saying that behind every good man there is a good woman. I don't think that is neces-

sarily true. The wife may not be "good" by other people's standards, but she may be responsible, perhaps even in a negative way, for whatever her husband has achieved.

Royle Glaser: A wife may be a source of valuable information for her husband. For example, some executives have found that their wives possess an almost uncanny knack for knowing which new products will sell and which ones won't. The wife's comments, of course, can have a particular significance when the product is sold to women consumers. In such instances, I think a woman should be an adviser on sales aspects. An executive's wife may not be qualified for this job, but on the other hand a man may find that his wife definitely does have a viewpoint or the benefit of a "sixth sense" to contribute.

Betty Russell: Yes, I feel women do possess a sense that most men don't

have. For example, I've known some women who seem to be better at evaluating people than their husbands are. It's an intangible thing, but it can be very valuable. I think a woman can often see qualities or characteristics in a person that a man often misses or does not see as quickly. This is definitely an attribute which can help a wife to support her husband in his work.

Clara Burgess: Certainly one of the best services we wives can offer is simply to provide the home and the meal to which the husband can invite the prospect. In his own home an executive can do a much better job of looking over a man than he can in a public place or even in his office. I'm not sure how much a wife can contribute in evaluating a person's qualifications, because we don't know the job he will fill. I confess there have been occasions when I haven't liked someone my husband brought home, and he turned out to be a good man for his job. Often what I consider to be liabilities turn out to be assets.

Audy Lou Colvin: There are definite values to an executive's interviewing people or conferring with people in the social environment of his home. When you see someone in your home, in the light of the

values you consider significant in your home, personality shows up more sharply. There's one thing that women seem to know instinctively—that men are having to find out by research—that you can't

separate a man's business behavior from his social behavior. The way a man handles himself in your home, in a social atmosphere, is as important a reflection of him as the way he handles himself in the boss' office.

Q. You have all stated or implied that there are certain qualities or characteristics that an executive's wife should possess. What other qualities are especially important?

Lynn Cordner: One word comes to my mind: dependable. I think it is important for an executive to help his wife realize that it is vital that he be able to depend on her at least to the same degree that he depends on his business associates.

Janith North: A different word comes to my mind. It may seem trite, but I think it is essential for the wife of an executive to be completely trustworthy. A wife must know when to keep quiet about the things her husband has told her in confidence.

Q. Are you suggesting that an executive should avoid taking his wife into his confidence on business matters, because of the danger that, at a cocktail party perhaps, his wife might be thoughtless in what she says?

Lynn Cordner: I think a husband would discover such thoughtlessness very quickly.

Q. You apparently feel strongly about company executives' socializing. Are there any other comments on this subject?

Janith North: I think it is dynamite. The less social contact among company executives, the better. Misunderstandings accrue. Then, much as they bend over backwards to avoid it, rivalries develop—job rivalries and social rivalries. This is particularly true when top executives and their wives begin socializing with junior executives and their wives.

Lynn Cordner: I feel strongly about this. I believe a top executive should entertain his company associates perhaps once or twice a year, and that it should be done on

Royle Glaser: This problem can work both ways, you know. Because of my husband's enthusiasm for the new products we constantly have on the drawing boards, he loves to tell people about them. When he starts talking to competitors and others about what we are doing, it's my job to keep him from saying too much.

Clara Burgess: On this point of wife's keeping confidences, I've found it is particularly important to avoid discussing business affairs when you are in the company of other people from your husband's firm. The only time I said something that I later found I shouldn't have said was when we were entertaining a group of company people. I made a casual statement based on something my husband had told me. It turned out that one of the other executives had told his wife about the same thing, but she pos-

the basis that return invitations are not expected or desired. If a return invitation is received, I think it should be turned down, to keep company social mingling to the minimum.

Betty Russell: My husband's company operates on a policy of holding socializing to a minimum. The six partners who head the firm, and their wives, attend one or two parties together a year and that's all. Selfishly, I think it is an unfortunate thing because I know that one or two of the other wives and I could become very good friends.

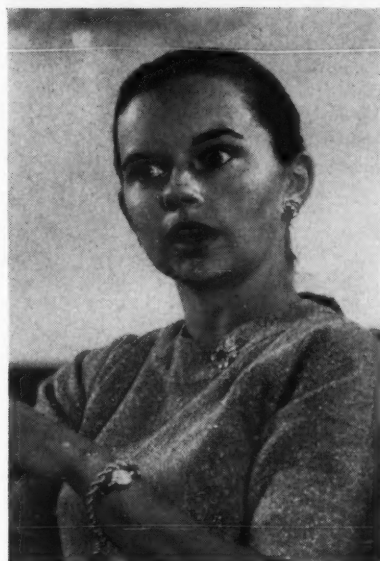
sessed an entirely different view of the matter from the one I was expressing.

I feel strongly that this kind of confusion is bound to result whenever there is social intermingling among company people. Something is bound to come up that shouldn't. That's why we now have an absolute rule that there is no social mingling at all, except twice a year—at the Christmas party and the summer picnic. In a family-run company, I think social life restriction is even more important.

On the other hand, I realize that this "decentralization" is necessary.

Royle Glaser: I don't think a policy of this kind is always necessary. It depends on the atmosphere of the company. In my own case, I wouldn't hesitate to get together with any of the other executive's wives—particularly when our husbands are away together on business, for example. When we do get together, we don't make a point of talking about each other's husbands in particular, or about the business. We are interested in each other as people, not as business associates or





"A top executive should entertain his associates sparingly, and turn down return invitations."

Lynn Cordner

wives of business associates. We hope that our executive team will be together for a good long time. I really feel that when we wives socialize together, or when the men and their wives socialize together, we are helping to build a family feeling within the company.

On the other hand, I think there is a danger when there is compulsory social life within a company. Under such an arrangement—where a man feels he must entertain his associates for dinner, or a junior executive's wife feels she must have tea with the president's wife—I think you destroy the essential freedom that an executive and his wife should possess—the freedom to enrich their lives through associations of their own choice away from the business.

Clara Burgess: To change the subject slightly, I think it is a mistake for an executive and his wife to let their social life become primarily business-centered. I can think of one executive who told me recently that he and his wife have not done any entertaining in the last four years that he could not write off as a business expense. And his wife gives three dinner parties a week! That man's social life has become merely an extension of his business. I think executives who do that are, in the long run, narrowing their own horizons.

Q. Let's turn now to another subject. Should an executive's wife try to stop her husband from working too hard?

Lynn Cordner: I think a wife should try to maintain the right balance: work with recreation. I try to insist that my husband spend at least two days a week away from the business—with no briefcase.

Clara Burgess: Of course, as a company president, my husband works hard, but I don't think he is working too hard, because he likes what he is doing so much. His work is recreation for him—he loves it, so he is not under strain or tension or pressure. If he were doing something he hated, and was fighting it all the time, then I'm sure I would feel that every hour he spent at it would be too much.

Royle Glaser: Yes, I think my husband works too hard. However, I don't feel duty-bound to convince him he is working too hard. But I *do* feel duty-bound to help him convince himself that it is wrong to work so hard. One problem that results when a president throws himself so totally into his job is that he sets too rapid a pace for the other executives. Because the others try to keep up with him, it results in an unhealthy situation.

I think executives should follow

the lead of doctors who take a day off in the middle of the week. I think the number of breaks an executive takes is more important than the length of time he takes off. Top executives, putting in such tremendously long hours as most of them do, can recharge their batteries better by doing it at short in-

(Continued on page 60)

Janith North



"Wives socializing is dynamite."

How to reach 27 million new customers

By Ira S. Glick

SUMMARY

More than you realize, your sales are influenced by teenagers and even younger school children. These youngsters not only spend \$9 billion of their own money each year; more important to you, they are the family "decision makers" for billions of dollars of other purchases. Company sponsored teaching aids for schools—like wall charts, booklets, slide films—offer a constructive and low cost method for reaching these present and future customers. Alert firms have found that while they perform this public service, they build a favorable impression in young minds. You can do it too, regardless of your product or service. You do it by giving the schools the kind of teaching aids they need in a form they can use.

Last year hard-headed business firms shelled out an estimated \$40 million for sponsored teaching aids to be used in elementary and high schools. This year's figure promises to be even higher. Obviously these companies are not motivated solely by altruism. They want—and receive—a substantial return on their investment.

Just what are they buying?

Sponsored teaching aids are simply teaching materials prepared by industry or business for instructional use in schools. They may take any of many forms—booklets, texts, filmstrips, charts, posters, teachers' guides or handbooks.

The businessman who invests in these educational materials is actuated primarily by a legitimate self-interest, for here is an ideal and unique method of creating awareness of his product or service among young people. His primary reason for launching a school program is neither philanthropic nor visionary;

it is based on a practical, dollars-and-cents estimate of the new and growing importance of youth as a market for his product (see box, page 44).

The nation's 27 million teenagers have \$9 billion to spend annually on products and services of their own selection. But above and beyond this personal area, young people wield a powerful influence on family tastes and purchases of every kind. Their opinions not only affect the choice of brand selected in making a purchase; they often instigate the purchase in the first place. If children want a portable TV, a picnic table or a badminton set, chances are that Mom and Dad will go along with them, funds permitting. In the American home, where children are both seen and heard, the child is likely to cast the deciding vote on all matters from the choice of breakfast cereal to the new family automobile.

There are, of course, many ways to attempt to reach the youth mar-

ket; among them are press, radio and television. While a school program based on sponsored educational materials is not intended to supplant any of these traditional media, it does offer three distinctive advantages:

- It is more economical than most "traditional" media.
- It pinpoints the specific audience.
- It is a program the businessman can readily test and prove.

With a properly prepared and executed program, the businessman *knows* his materials are reaching his audience; he *knows* they will be used, not wasted, and he *knows* that a favorable image of his company as an authority and source in its field will be created. Finally, again *knowing*, not merely guessing, his specific audience, he can carry out surveys to measure accurately the effectiveness of the program.

As an added bonus the businessman also knows that sponsored educational materials reach two other important groups: the teachers and the parents.

A successful program must have educator approval and support. To insure this support, sponsored aids must have real educational value; they must fill a definite need. The schools do not accept materials which do not satisfy these standards.

And schools will not accept—nor should they be expected to—teaching aids which are nothing but blatant ads for the company's product. Recently a manufacturer of soaps and beauty preparations spent a considerable sum of money for sponsored teaching aids. Motion



Sponsored teaching aids can get your message across to young minds in a positive way.

pictures, charts, booklets—all were hopefully produced. And nearly all of them stayed on storeroom shelves when schools found that insistent use of the sponsor's name and product pictures negated the inherent "teaching" value of the materials themselves.

While the schools do expect a sponsor's name to appear on the material, and while they will accept references or discussion of the company's product or service if necessary from an educational standpoint, they will not accept purely promotional material.

The program

Too many companies turn the job of planning and preparing educational programs over to their advertising agency or their public relations department, and let it go at that. The result is often a "make-do" presentation of rehashed publicity releases or advertising promotions. The schools demand—and are entitled to—original, fresh and attractively prepared material.

Some large firms feel they are equipped to handle their own nation-wide school programs. Other, smaller organizations feel that a program confined to the schools in their specific locality will accom-

plish their goals. These companies rely on local educators and school administrators to advise them.

On the other hand, many of the firms that initiate teaching aid programs turn to educational specialists for advice, planning and preparation of the materials to be distributed.

Regardless of the approach taken, firms undertaking to sponsor educational aids for schools should follow one simple but essential rule: give the schools what they need, presented in a form that they can use.

This obvious precept is frequently ignored. For example, a major food products company recently produced an elaborate motion picture at a cost of about \$50,000. An additional \$10,000 worth of prints were ordered. A distribution agency was retained to ship, receive, inspect and repair these prints—at a flat rate per print. The requests from schools for the motion picture were surprisingly (to the manufacturer) low. The entire project cost a small fortune in terms of number of people reached. What the manufacturer had not realized is that for about one-third the cost, a color sound-slide film could have been prepared and would, in this form,

have been infinitely more useful to the schools.

Schools do not search for reasons to reject proffered material; on the contrary, most schools are eagerly looking for new materials that will help them to present subjects to their students colorfully and interestingly. In a startlingly large number of areas—particularly science, technology, social studies, home economics, etc.—sponsored teaching aids can present more up-to-date information than textbooks even just a few years old. It's up to you to make your teaching aids fit the job.

An example of how such material can be attractively packaged for both the students and the teachers is the series of sponsored aids made available by the General Telephone Co. Its latest project is a filmstrip, "The Marvel at Your Fingertips," which comes with a teachers' manual. This aid explains just how the telephone works, and is keyed to junior high school classes. The company also offers senior high schools a Teletrainer demonstration set, a communications equipment unit which again shows the student graphically how a telephone operates. This, too, is accompanied by a teachers' man-

Teen- agers

A \$9 BILLION

MARKET

According to U. S. Census figures for July 1957, there are close to 12 million people in the 15 to 19 year-old age group. There are an additional 15 million in the 10 to 14 year-old group. The adds up to a whopping 27 million teenagers—a sizeable wedge of the total population.

Furthermore, these figures will not remain static. Again according to the census, we can expect a 53% increase in the 13 to 19 year old age group during the 10 years from 1955 to 1956. Obviously the teenage market is an expanding one.

But more than just increasing in numbers, it is rapidly expanding both in the

variety of products in which it is interested and its ability to pay for them. Note, for example, that 25% of boys between the ages of 16 and 19 are owners or part owners of cars.

And today's teenagers don't depend solely on nickles and dimes from benign parents—they go out and earn their own money. All told, including gifts, allowances and earnings, the teenage market has a grand total of \$9 billion to spend—an average of \$333 per person. As the number of teenagers grows, the capital it has is expected to grow too. It is estimated that by 1965 teenage pockets and purses will bulge with \$14 billion.

ual. Both these aids have been enthusiastically received by schools throughout the country.

Distribution

No sponsored aid is worth its cost if it doesn't actually reach the audience for which it was intended. Distribution of these materials is a delicate and highly important part of the entire program.

Of primary importance is the pre-testing of the materials, in advance of full distribution, to insure their acceptability and effectiveness from

both the school's and the sponsor's point of view.

Pre-testing can be carried out in a variety of ways. A generally accepted procedure today is to prepare materials in an inexpensive format and in limited quantities, and to distribute these to a true national sample of educators, asking for their cooperation in determining the value of the materials offered. This is done by including with the materials a complete questionnaire.

Pre-testing may include experimental use in as few as 50 school systems of as many as 300 or 400. Since teaching practice varies from state to state, and even in localities within states, the full test sample must reflect the actual pattern of teaching across the country.

Full distribution of the teaching materials is made on request only. To mail out hundreds and thousands of copies of, say, a pamphlet, without a specific request from the teachers in question might, at worst, involve a tremendous waste; at best, it would be poor public relations, cheapening the value of the materials in the teacher's eyes.

In any event, an important factor in building teacher interest and requests for your materials is personal contact with key educators and professional associations.

What can an aid be?

A teaching aid need not be an elaborate filmstrip. It can be sim-

ple; often the simplest aids are the most effective. The American Motorists Insurance Co. of Chicago, for example, distributes "Children's Safety Lessons." These are colorful safety posters that carry on the reverse side a sprightly safety rule jingle set to a nursery rhyme tune—for use, of course, in elementary grades.

The American Iron and Steel Institute offers an array of booklets, filmstrips and special manuals on such topics as "Chemistry of Iron," "The Chemistry of Steel," "Steel and the Nation," and so on. These are keyed to science and social studies classes in the junior and senior high schools.

A list of companies and what they have done in the teaching aid field could go on almost indefinitely. Each year the number of firms that enter the field grows. They are discovering that in this way they can make a legitimate (and badly needed) contribution to education, while at the same time they serve themselves by reaching the vast youth market.

The progressive company knows that while the youth market's purchasing power is impressive now, today's teenager is tomorrow's adult—parent, businessman, consumer of a multitude of products and user of a thousand services. The impression made on the adolescent mind is generally the one that sticks. Teaching aids are a constructive method to reach those minds. m/m

ABOUT THE AUTHOR

Ira S. Glick is president of Glick & Lorwin, Inc., educational consultants, New York. He founded the company in 1954. Before that, he had been public relations director of Science Research Associates; assistant to the editor of Photography magazine; managing editor of a national newspaper supplement; chief of technical photography and visual aids for the Air Forces Proving Ground Command.

Glick & Lorwin, Inc., serves corporations, companies and associations in initiating and developing product information, public relations and service programs directed to schools and students. The development of such cooperative business-education projects includes surveys to determine school needs that industry can meet, advice on scholarships and corporate giving, production and distribution of business-sponsored teaching aids and career-information materials, and evaluation of business-sponsored education programs.

How to build sales with SALES INCENTIVES

You make a frontal attack on your sales problems when you get your salesmen to work harder. Here are pros and cons on the various types of salesman activators. Caution: measure the plus value of an incentive plan against cost of administering it.

By **Duane R. Kinas**, Senior Engineer, John A. Patton Management Engineers, Inc., Chicago

In the main, there is only one sales problem, common to all companies regardless of industry or product: how do you get salesmen to work. In fact, all other sales problems are essentially secondary to a sound method for motivating the sales force.

Is it the salesman who resists efforts to place him on an incentive basis? Not according to Dr. Harry Tosdale of the Harvard Business School. In a survey of several thousand salesmen throughout industry, it was discovered that in their opinion, one of the most necessary success factors in sales is a fair compensation plan spelled out in advance.

This objective analysis, corrobor-

ated by our own firm's sales audit results in various companies, offers concrete evidence to managements that positive motivation can increase sales, and even allow a company to exceed the market average. There is no longer any room for doubt; a workable sales incentive plan is as important a spur to increased sales as a wage incentive plan is to increased production.

There is no one, universal, ready-made program, however, even for a particular industry. Compensation plans must be tailor-made to fit present and projected selling conditions in a particular company. In other words "canned" techniques create more problems than they are designed to solve, since:

1. Sales objectives will be inconsistent.
2. Individual performance will be measured inaccurately or inadequately.
3. Conflicting elements in administration and control will rise to the surface.
4. Basic plans will necessarily have to be changed frequently, causing low morale and a lack of confidence in management.

How then does a firm go about installing the proper sales incentive program for its particular operation? What must a compensation

plan include in order to produce the best possible results? Before examining the specifics, consider these generalities.

First, it must attract the required caliber of sales personnel. The salesmen of today should represent a combination of talents. The degree of technical ability, of course, varies widely with the product to be sold, but the age of the "high pressure" salesman and "seat of the pants" selling is past. In most instances, the salesman is the company to the customer, and therefore has it in his power to reflect and build goodwill or to tear it down.

A good incentive plan must also provide adequacy of income to offer the opportunity for earnings equitable to salesmen in competitive or allied companies and staff personnel within the company. This is a major factor in minimizing turnover and costly training and replacement of salesmen. A well developed plan should not result in drastic income changes from year to year. Instead, it should result in income progression or standardization on the basis of responsibilities and accomplishments.

Some of the salient points to be considered in any sales management program are:

1. A sound program provides in-



ABOUT THE AUTHOR

Duane R. Kinas has been a management consultant for 14 years, and for 10 years has been with John A. Patton Management Engineers, Inc. He is a chief engineer for the firm. He specializes in marketing, sales analysis, inventory and cost control.

centive for increased dollar volume and development of customers in a territory to insure that the customer is sold satisfaction along with the product. This must also include long range benefits to the salesman for developing new customers and maintaining satisfaction of the old ones.

2. It should be built around existing and long range conditions and should be adaptable to special conditions so that a new product or market or a change in territory size does not obsolete the plan.

3. It must be simple to administer and require a minimum amount of clerical work. It is also mandatory that the program is clear and comprehensible, permitting the salesman to know the fruits of accomplishment. A clear, concise program provides a means for measurement of sales performance not only in dollar volume, but in covering territory, developing of future business, meeting of shifting sales goals and adhering to company policies.

4. It must consider diversification of products or, conversely, balanced selling of allied products through allied distribution channels. This is especially important in face of the trend toward specialized selling brought about by product diversification. Controlling the selling emphasis of a product or a group of products is one of sales management's major problems and, of course, must be geared to the profitability of the products.

This type of program will contain policies which enhance cooperation between salesmen in the field as well as between salesmen and other company personnel. This especially refers to the condition where a sale may originate in one territory to be delivered to a customer's branch office in another man's territory or vice versa. Cooperation between salesmen and other company personnel is necessary on such matters as customer credit, delivery promises, market research and advertising.

Management should understand that a good plan will provide reduction or economy of sales cost, including cost of administering the plan. This must be geared to sales volume breakeven point and, more desirably, a territory breakeven point. Some sales compensation

plans have a built-in travel expense control; however, this must be used with caution as discussed below.

How to select a plan

Prior to the actual selection of a sales compensation plan, considerable thought and analysis should be undertaken to anticipate the effects that each type of plan would have on the company, the salesmen and the customers. As mentioned previously, there is no one best compensation plan for all companies. However, the pressure of competition on sales management and the general desire of salesmen to feel a part of the company have combined to develop a marked trend toward salary plus commission on incentive plans. Consistent with this is the trend toward reimbursement of travel expense by the company rather than relying upon "looseness" in the compensation plan to enable the salesman to pay his own travel expense out of his earnings.

The advantages and disadvantages of each type of plan must be carefully considered in order to find the particular combination of advantages that will best suit the particular company's needs. For the benefit of management, I will list advantages and disadvantages gleaned from actual company experiences:

Straight commission plans do not give management an element of control over a salesman in a competitive market. This type of plan puts too much emphasis on the attitude: "get the order—to hell with customer satisfaction" or a basic disregard for balanced selling. On the other hand, a straight commission plan places cost of selling at a fixed rate for dollar volume.

Straight salary has the disadvantage of lack of incentive to do "just a little more than expected; also "real and alleged" favoritism on the part of sales supervision if salary differentials are based upon accomplishments. Straight salary does give management complete control over the salesman's time (if not his accomplishments) and, of course, is the simplest to administer from a clerical standpoint. This type of plan also has considerable advantage where an individual sale requires a long period of negotiating or where a long period of customer

service is required after the sale is made.

Salary plus commission or incentive plans are being more widely favored because they overcome the major disadvantages of straight commission or straight salary plans. This type of plan does present a different set of problems, however. One of these problems is determining what proportion of total anticipated earnings shall consist of salary. In general, base salary should provide for a salesman's basic living requirements and make him feel a part of the organization. Base salary must also be considered from the standpoint of technical background or ability required to sell and/or service the product. Where technical requirements are higher, base salary will also have to be higher in order to attract the necessary caliber of man. Many factors are included in this type of plan, and many variations for each of these factors. It is mandatory that the salesman understand and exercise control over the variable factors included within his span. He should not only understand the factors, but he should be aware of the many pitfalls that experience tells us is common to each factor:

Dollar volume unless tempered with auxiliary controls can result in a salesman's undue attention to high volume customers and neglect of smaller ones and long range build-up of customers. It can also result in unbalanced selling of different products.

Sales over quota is probably the most generally used factor. There are many different formulas for applying this factor. Quotas are not desirable unless there is a firm basis for establishing the quotas. Quotas should consider market conditions such as product and territory growth, advertising emphasis and forecasted economic trends that may affect sales. Salesmen have a neutral tendency to "gripe" about quotas, but in many instances it has been our experience that, because of another natural tendency of salesmen to be optimistic, forecasts by salesmen are usually as high or higher than those set by sales management after factor by factor evaluation of territory and market conditions.

Gross or net profit either com-

pany-wide or for a territory is a seemingly appropriate factor on the surface. However, except for product mix (higher volume on higher profit items) a salesman has very little control over this factor unless he actually has control over the prices for which the product is sold.

New customers obtained is a factor that must be combined with others lest the turnover of customers caused by lack of servicing or follow-up on old customers becomes to the salesman's advantage.

Customer volume improvement must also be combined with other factors such as acquiring new customers and/or product mix to maintain complete distribution or balanced selling.

Territory coverage, as measured by calls or dollar volume by customer, must be tempered and is extremely difficult to administer. It also has the inherent requirement of allowance for geographical and potential size of a territory.

Product mix must consider territory differences in potential for each product and in effect ends up in the same category as establishing product quotas by territory. It does, however, have a more scientific sounding name to the layman.

Travel expense control is a factor that cannot be ignored by any sales management. However, consideration of this as an incentive factor should raise this question:

How much incentive can we pay on this factor to keep a salesman from padding an expense report or letting his expenses provide extra income, or, put conversely, can the man make more by padding his expenses and ignoring the incentive factor?

Actually, 90% of the salesmen are honest about their expenses. To attempt to control expenses with an incentive factor is difficult. Here again, it is a good "talking" point, but the practicability of it is questionable.

Regardless of which factors are used it would be cumbersome and impractical to use all of them. That is the reason why each sales compensation plan should be tailored to the requirements and best interests of the company.

Supplementary controls

A sales compensation plan should

be strengthened with written sales policies to cover unusual conditions:

Windfalls caused by unusual conditions with a customer or within a territory.

House accounts if unusual conditions warrant their maintenance.

Returns of merchandise after a salesman has been paid commission.

Cancellations which are not usually a problem if commission or incentive is paid on shipments rather than orders written.

Splitting of sales credit in cases where the "home office" of a customer buys for a "branch office" located in another salesman's territory.

Subsidies for a new man or one performing missionary work or special customer service.

Travel expense control so that the men in the field have a policy to guide them and management has a measuring stick to evaluate each man's cost of covering his territory.

Call reports, itinerary reports and special reports covering such subjects as territory conditions, territory potentials, competitive activity and product acceptance.

These types of control are necessary to enforce a sales compensation plan. Even though all of them may not apply to all companies it is wise to include the applicable conditions in a form of written policy.

Sales contests

Many companies place considerable faith in the effectiveness of sales contests. Contests can be very effective if properly used. However, care must be taken that they are not "over used" because constant repetition can result in ineffectiveness or, if not properly coordinated with "selling through to the consumer," will merely result in build-up of inventories and shifting sales curves.

There is no easy solution to the problem of sales compensation. As mentioned earlier, each plan must be tailored to the requirements and best interests of the company. Regardless of what type of plan is used or what factors are employed for incentive, like any other new procedure, it must be sold and resold to the people affected and it must be administered with sound management intelligence. m/m

Management

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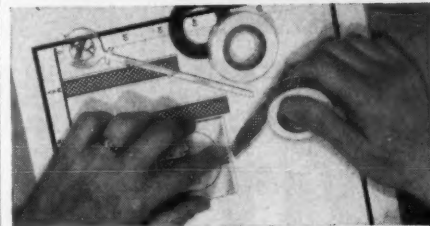
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Management

Market

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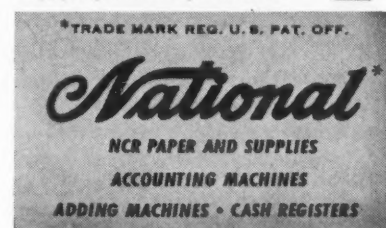
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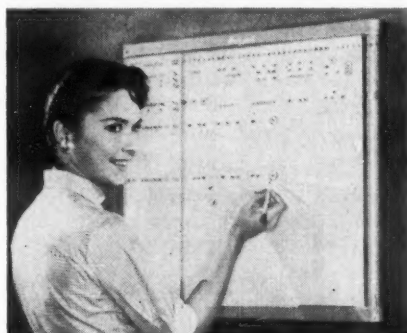
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NEW PRODUCTS

Rolling control board saves space

Production control boards need not be clumsy, space-consuming affairs. The Rol-a-Chart, a new revolving control board, is only two feet square.

Invented and now being marketed by Conley, Baltzer and Steward, a San Francisco advertising agency, the Rol-a-Chart consists simply of a continuous plastic sleeve which moves across a fixed grid. Entries are made directly on the



This new board permits detailed scheduling without consuming space.

sleeve with a grease pencil and can be erased or changed in seconds.

The period covered by the chart is 12 days, weeks or months, with five of the periods visible at any time. The sleeve contains room for more than 13,000 detailed quarter-inch entries, makes completely detailed scheduling possible.

The movable sleeve brings every scheduled item steadily toward the deadline date, always in accurate relationship to the rest of the schedule.

For more data, circle number 349 on the Reader Service Card.

PROCEDURES

Paperwork system speeds shipments

Order processing and shipping, frequently the hub of costly confusion, inefficiency and delay, has been streamlined by furniture makers Nichols & Stone of Gardner, Mass., with a combination of multilith duplicating equipment and a McBee system of punched cards.

This is how it works:

Each incoming order is typed on a multilith master that is used to reproduce acknowledgment copies for customer, salesman and sales manager; an order control punched card; an item control punched card for each item ordered; a shipping release form; shipping labels and a billing master that is used later to duplicate invoices in whatever number needed.

The system provides complete control of the entire order and shipping process and, according to Company President Carlton E. Nichols, it has reduced open orders by 25%, cut in half the number of shipments required to fill the average order and speeded up internal processing of order and sales data. In addition, the system enables the company to adjust production schedules on a day-to-day basis.

For more data, circle number 347 on the Reader Service Card.

FOREIGN SALES

Help in being understood abroad

The language barrier has been a real one to many American firms doing business overseas. Multavox, a newly organized company, has



The young lady is to be commended

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PAPERS



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A REMARKABLE OPPORTUNITY FOR THE EXECUTIVE CONCERNED WITH THE REDUCTION OF OPERATING COSTS

Again this year you can share with this select group of methods and administrative engineers their annual review and analysis of the most significant cost-cutting methods developed in the last 12 months.

All New 1958 Edition of 10th Annual Meeting of the Systems & Procedures Association of America

ONCE A YEAR the Systems and Procedures Association of America holds a 3-day inter-nation meeting at which they review their most recent efforts in the control of administrative overhead. Each talk, each seminar, is carefully recorded, transcribed and edited for the benefit of members who are unable to attend. The final product is a 512-page hardbound and indexed volume of practical solutions to administrative problems.

Again this year SPA has over-printed a very limited number of copies for non-member executives. We have obtained exactly 500 copies for distribution and sale to the readers of **MANAGEMENT METHODS**. Because we are so confident that this book can help you slash overhead and streamline the efficiency of your operations, we are able to make this unusual offer:

SEND NO MONEY. TAKE 10 DAYS TO EXAMINE IDEAS FOR MANAGEMENT AT YOUR LEISURE. UNLESS YOU OBTAIN AT LEAST ONE COST-CUTTING IDEA IN THAT PERIOD, RETURN THE BOOK WITHOUT OBLIGATION.

HOW THIS BOOK CAN HELP YOU

Unlike most books on administrative and management subjects, **IDEAS FOR MANAGEMENT** is *not* a text. It deals almost exclusively in terms of *end results*—the practical, down-to-earth experience of the men who are pioneering cost-reduction techniques for America's largest firms.

Here, for example, is a partial list of the subject areas covered:

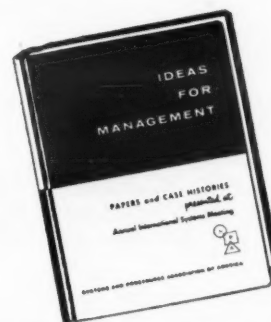
- ▶ *Design for Controlled Professional Development*
- ▶ *Management's Use of the Systems Function*
- ▶ *Forms—Design & Control*
- ▶ *Measuring Clerical Performance*

- ▶ *Correspondence Management*
- ▶ *An EDP Application at General Petroleum Data Processing Center*
- ▶ *Bank of America's Data Processing Progress*
- ▶ *Report on General Electric's Data Processing Installation*
- ▶ *Developing an Electronic Approach to Cost Accounting*
- ▶ *EDP—Production Control Application*
- ▶ *A Survey of Electronic Computers*
- ▶ *Operations Research Technique Applied to Systems Work*
- ▶ *The New Technique of Organization Engineering*
- ▶ *Work Measurement & Standards*
- ▶ *Cost Reduction and Cost Control*

IN ADDITION, at this year's annual meeting two new ideas-sessions were presented and transcribed for inclusion in the book:

- 1) *The Systems Panorama*—a management-eye view of new systems developments, designed for the top executive or for the systems man whose responsibilities include general administrative control.
- 2) *The Systems Managers Seminar*—a re-appraisal of the day-to-day problems facing Managers of Systems Departments—"How do I train a systems analyst?"—"How to Plan, schedule, and justify systems work?"—"How to maintain an effective staff organization."

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come up with a service to help U.S. industries communicate correctly with foreign audiences. It offers a true conversion service—translating ideas and campaigns not only into other languages and appropriate idioms, but into other thought patterns and concepts as well.

The company is uniquely qualified to perform this sensitive translation service since it draws on the 500-man faculty of the Army Language School in Monterey, Calif. These staff members were all born and educated in the country whose language they now teach. They are aware of the attitudes, culture, ethics and customs of their countrymen. They are adept in aptly approaching and appealing to these peoples.

Besides this interpretation facility, Multavox is also equipped to supply, without the usual time lag, direct translations or digests of technological and other developments reported in Russian or any foreign publications.

For more information on this translation and interpretation service, circle number 334 on the Reader Service Card.

WORK ENVIRONMENT

Gadget for quick check of the humidity

A simple device for registering humidity has been introduced by Andrew Technical Supply Co.

Called the Humigraph, the 6½-inch card has seven indicator spots that change from blue to pink as atmospheric moisture changes. Scaled to show 10% to 80% relative humidity, it takes just 10 minutes to respond to small humidity changes—30 minutes to respond to a 40% change.

The gadget is said to be as accurate as some hygrometers and can be used continuously. A pack of five Humigraphs is priced at \$1.; quantities at lower cost.

For more information, circle number 345 on the Reader Service Card.

ADMINISTRATION

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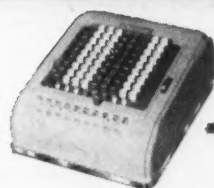
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(Circle number 108 for more information)

business is often a personal affair, frequently beset by conflicting interests and personalities, it is difficult to prescribe general operating rules for successful management. Nevertheless, Management Consultant F. Newton Parks, a partner of Booz, Allen and Hamilton, offers eight "operation guideposts" which he says have special application to the family corporation. Not all family firms are small; a great many are among the nation's biggest, he notes.

1. Develop company objectives and organization plans first without regard for the family. Then adjust to compelling family interests.

2. Make sure that control information is at least the minimum required.

3. Face the problem of succession long before it happens, so that transition is never a matter of expediency.

4. Require family candidates for succession to get experience outside the company.

5. Give non-family management reasonable responsibility and let them know where they stand.

6. Don't allow family compensation needs to distort fair, over-all company compensation.

7. Try to make decisions without being influenced by family requirements, but recognize when the decision is compromised for family reasons.

8. Plan reasonably in advance for the inevitable day when the company is to "go public."

Remember, too, says Parks, that management organization can never be a static thing—especially for the growing family firm.

NEW PRODUCTS

Microfilm camera has low reduction ratio

Documat, Inc. has announced a new 16mm microfilm flow camera with a reduction ratio of 16 to one.

This low reduction ratio produces images of suitable quality for continuous enlargement. The new model also features a device for returning the original documents to the operator at convenient tabletop height in their original order.

Known as the Documat F16, the unit is priced at \$1,295.

For more data, circle number 346 on the Reader Service Card.

MODERN BUSINESS



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Low cost answer to space problems

In these times of change and growth, few firms can accurately forecast space needs and arrangements for any length of time. Movable walls can meet the problem quickly with flexibility and economy. Savings, in fact, are often sizeable. Here are two case histories that prove it.

CASE 1: For MONY, maximum flexibility

SINCE Mutual of New York moved into its own Manhattan skyscraper eight years ago, it has relocated almost a third of its interior walls to create new departments and consolidate existing ones.

This has involved some 50 changes in office space arrangements, a project that would have been inconvenient, costly and disruptive if conventional stud and plaster walls had been involved.

But when the company erected its building, it installed almost a mile of movable walls—steel and steel-and-glass sections that can be shifted quickly and easily to meet almost any office space need.

MONY management estimates

Plan shows MONY's wall shifting needs in one department alone. Black lines mark unchanged walls, old walls are dotted, new ones in color.



MOVABLE WALLS



that the cost of these changes with fixed walls would have been at least four times as great, in addition to upsetting office routine.

Mutual's movable walls have meant major savings in maintenance, too. Cleaning costs for the

100,000 square feet of wall space have run only about one-fourth of a cent per square foot, compared to an estimated 20 times that much for repainting. Steel walls such as these have a baked enamel finish, and never require repainting.

▲ Movable walls are versatile. At MONY, counter-height partitions separate clerical-reception areas, steel and glass gives semi-privacy to offices.

photos courtesy E. F. Hauserman Co.

CASE 2: For General Petroleum, \$75,000 savings

THE General Petroleum Building in Los Angeles, a 13-story structure that occupies half a block, contains two-and-a-half miles of movable walls—more than 500,000 square feet.

The use of these steel and steel-and-glass walls has saved the oil

General Petroleum executive office, entirely contained by movable walls, could be moved, subdivided in hours. ►



HOW MUCH

to make or buy

WHEN to make

or buy it

a practical

man's

approach to

ECONOMICAL PURCHASING



Now, the production-purchasing man has his own guide to mathematical inventory control — written by an author who talks his language. This is the first and only book on the subject designed for the man who must do the job himself. It is not a text book — nor is it a theoretical study. Instead, it plunges directly into the heart of your problem — **HOW MUCH** to make or buy; and **WHEN** to make or buy it.

SCIENTIFIC INVENTORY CONTROL

by W. EVERT WELCH, Director
of Purchasing, Aeronautical Division,
Minneapolis-Honeywell

168 pages, 8½ x 11, illustrated, \$12.50

This book shows how modern business mathematics can give you the answers to "how much to buy" and "when." But you don't have to be a mathematician to read and use it. 86 easy-to-understand tables and figures lead you by the hand through proved-in-use formulas that are now being used to control inventory in dozens of well-managed firms.

Here's a partial list of contents

- Chapter 1. Why formulas are advantageous in the determinations that create inventory.
2. How to analyze inventory in terms of relative annual usage to properly allocate emphasis to various parts.
3. How to identify the two segments of any inventory: stock for usage and protection against stockout.
4. How to make cost reductions in working inventory without making the usual cost studies of carrying inventory or order placement.
6. How to make and use a large variety of tools for order quantity determination.
7. How to modify order quantity decisions where there are tooling or setup charges or where the price changes at fixed quantity discount points.
8. How to use order formulas where the projected usage is a variable.
12. How to evaluate leadtime data in the determination of reorder points.
13. How to evaluate usage data in the determination of reorder points.
14. Why stock failures as a percentage of the number of orders is only a partial answer to satisfactory inventory performance.
15. How to prepare a formula for manual or data computer use and for over-all improvement of inventory performance.
16. How to make use of scientific principles in a typical application to a simple inventory.

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walls can
go up or
down in
minutes . . .



company almost \$75,000 in maintenance and wall re-arrangement costs over a five-year period. These savings, as in other movable wall installations, do not include such intangible benefits as the preservation of employee comfort and normal office operation, plus saving of man-hours during wall relocations.

General Petroleum erected the building in 1949, sold it and then leased it back. The firm rents five of the 13 floors to tenants.

Even before the building was occupied, the movable walls enabled the company to benefit substantially. Because movable walls could be arranged to meet space needs precisely, and because they are much thinner than conventional walls, General Petroleum found it could create 118 additional rooms over the 730 originally anticipated. Significantly, these extra offices were obtained without having to

take additional space, thus saving on rental costs.

Savings were determined by a five-year cost study made by Harry D. L'Heureux, head of GP's building department, and the E. F. Hauserman Co. of Cleveland, one of the country's major makers of prefab walls, who manufactured and installed the walls.

L'Heureux said the study showed savings of \$25 per foot in the cost of movable wall relocations, compared to the cost of relocating fixed walls. It all added up to \$65,000 over the five-year period. Some 2,600 feet of wall were moved during that time.

Savings in maintenance amounted to \$9,000. L'Heureux said, the only upkeep required during the five years was one washing with soap and water. Plaster walls would have required painting at a cost of \$18,000.

m/m

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executive
time



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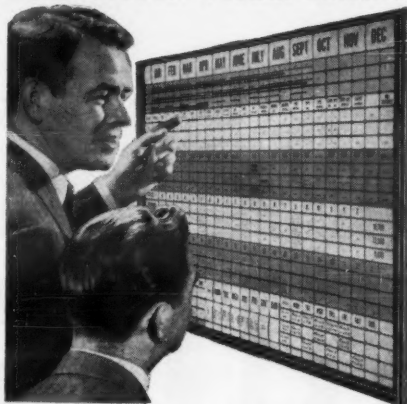
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(Circle number 113 for more information)

58

**Business
electronics**

**Computer users
swap "programs"**

A group of U.S. utilities, electric equipment and computer manufacturers have found one way to beat the high cost of computer machines and the scarcity of computer engineers.

Working through a committee of the American Institute of Electrical Engineers, they have set up a system for exchanging "programs," the digital computer term for coded statements of problems.

Programs for some 92 electric utility engineering problems have been made available by their owners to other companies. Omitted from the exchange plan, of course, are problems of a commercially confidential nature, such as design and process control.

But even so, the system promises to bring tremendous savings and benefits to those taking part, says Frank J. Maginniss of General Electric's electric utility engineering section. A member of the AIEE committees, Maginniss said the system will achieve tremendous savings in time and talent and sharply reduce the cost of setting up "programs" which now run as high as \$20,000 before ever being submitted to a computer. And then some are discarded.

The list of available programs, continually being revised and enlarged, now includes problems of network, feeder and transmission line operation, economics of generating, dispatching and loading, mathematics, transient stability, load forecasting and other electrical fields.

For more data, circle number 340 on the Reader Service Card.

**Digital load indicator
called highly accurate**

A new digital load indicator, permitting highly accurate measurement of weight, torque, thrust and pressure in the laboratory and in production, has been introduced by the Performance Measurements Co.

The device, named the Digital load indicator Model DLI-2, features exceptional freedom from line voltage variations, servo amplifier gain changes and ambient temperature fluctuations. It gives continuous digital presentation directly in desired units. Readings to one part in 1,000 are visible at a distance of 10 feet.

For more data, circle number 341 on the Reader Service Card.

**Says computerless firms
face competitive danger**

Any company not actively planning for electronic data processing stands a good chance of severe competitive danger within the next 10 years, says Computer Expert Willis K. Drake, marketing director for Control Data Corp. of Minneapolis.

You may not need a million dollar computer right now, Drake says, but you do need people of experience and authority to study its application for your company. Otherwise, he adds, a company will not survive against competitors who know how to use electronics.

Drake admits that during the past 10 years almost every user of data processing equipment had to go through a costly break-in period of one or two years and many felt that the computer had been grossly oversold. But

companies that have accumulated sufficient experience now find data processing systems exceed original objectives.

Drake said business' most acute need is for a new breed of administrator who can convert production and business methods into data processing terms. He also challenged the computer industry to make its products more compact, more reliable and less expensive.

Compact computer is low in cost

A computer, not much larger than a typewriter, has been announced by Matronics, Inc. Called the Mastermind 1500, it rents for \$400 to \$500 and can be purchased for \$8,000 to \$15,000, depending on the model.

Described as easy to install and operate, the unit requires no special wiring or air conditioning. It is controlled through a set of keys similar to those on an adding machine. The computer can select from memory, post and tally in seconds the sales, inventory and in-process record for any one of 500 items.

A complete Mastermind installation, including desk, occupies only 18 square feet.

For further data on this compact computer, circle 332 number on the Reader Service Card.

Data processor instantly corrects its own errors

Now they've invented an electronic brain that thinks its way out of errors. The new system, called Orthotronic Control, was developed by Richard M. Bloch, product development director of Minneapolis-Honeywell Regulator Co. With this system when electronic mistakes occur, they are automatically detected and corrected in one-twentieth of a second—without human help and without interrupting the lightning-fast calculations of the giant brain.

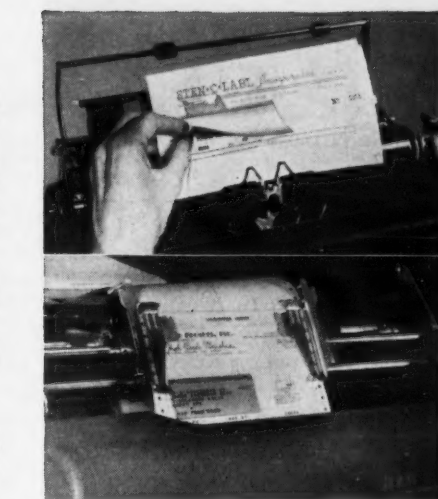
Orthotronic Control is now in production, and will be ready for service with existing and future Datamatic 1000 units early in 1959.

For more data, circle number 335 on the Reader Service Card.

An easy way to **MAKE IMPORTANT SAVINGS** on multiple shipping

Savings of \$5,000, \$10,000, \$15,000
a year are now being made by
regular Sten-C-Labl* users

If you regularly address 5 or more cartons per shipment you can make important savings and avoid costly errors by addressing your multiple shipments with Sten-C-Labls.



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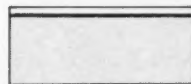
You can prepare Sten-C-Labls at the same time as your invoice, order, bill of lading or shipping papers—whatever your procedure or equipment—manual or electric typewriters, electric billing or accounting machines, slave machines or various IDP systems.

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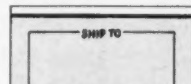
Your shipping department makes unlimited impressions with Sten-C-Labl Applicator direct to PANL-LABL printed on carton at no extra cost. Eliminates expensive, time-consuming gummed labels. All addressing errors, mis-shipments and repetitive writing are avoided.

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(Circle number 114 for more information)

MAIL TODAY!

"Vacations in one form or another, should be made compulsory for executives."

Audy Lou Colvin

(Continued from page 41)

tervals, rather than waiting until their batteries have run down completely after a hectic week.

Betty Russell: I don't worry much about my husband working too hard. I think a wife who nags her husband about working too hard is merely adding to the strain of the burden he already has. I know how I object to my husband telling me that I am planning too many activities for myself, for example. I'd

rather be rushed in doing them than have the frustration of not doing them. I'm sure that in one sense the workload my husband carries is a strain, and carries many frustrations. But it also provides him with many satisfactions. If he gets satisfaction from his business activities rather than from sports or vacations, for example, then I feel he has every right to work as hard as he cares to.



Q. *Well, let's talk about vacations. How important is it for an executive to get away from his job from time to time?*

Royle Glaser: I'm convinced that companies should establish compulsory vacation policies. This has become absolutely essential. I think the policy should start at the top, with the president. My experience has been that if the president takes vacations, then the other executives will follow suit. But if the top man forgoes his vacations, then the other men feel guilty about taking time off, so they stay on the job too. Con-

sequently, the company's entire management team begins to burn out faster than it should, because the men are missing the vital change of pace that a vacation provides. And I say that when this happens it is the president's fault for not taking time out himself, and for not establishing compulsory vacations for the others.

Lynn Cordner: I agree thoroughly. My husband and I have made it a

policy to take long weekends whenever we can, and this works out beautifully.

Audy Lou Colvin: Well, long weekends may work for some men, but others can't unwind in that amount of time. I think the type of vacation should vary with the individual. Some executives can unwind without getting very far away from the business physically. Others don't begin to get the benefit of a vacation until they are thousands of miles away. The type of vacation should vary, but the important thing is that vacations of one kind or another should be made compulsory for executives.

Janith North: I cannot agree with that idea. It seems to me you destroy the essential value of a vacation when you call it compulsory. Most executives are possessed of unusual drive, and it is sometimes more of a strain for them to try to sit still and rest than it is to keep on working. I'm not convinced that you do an executive a service by making it necessary for him to put a checkrein on his motivations.

Audy Lou Colvin: I'll agree that a compulsory vacation in itself is not the entire solution to the problem. Unquestionably, the very characteristic that makes a man an executive also is at the base of his desire



"A wife's going along on a business trip does more for a marriage than anything else . . ."

Clara Burgess

to stay on the job and keep doing more when he actually realizes down deep inside that he should be taking it easier and getting away from time to time. Although I hate to admit it, I must confess that I don't know the answer to that problem.

Lynn Cordner: Maybe there is very little or nothing that a wife can do to help her husband with this prob-

lem; perhaps we should redirect our efforts in this area to our sons, and try to train them while they are young in the habits of more evenly-balanced work schedules.

Incidentally, I believe one reason executives don't take more vacations is that they travel so much. They rationalize that a business trip is the same as a vacation. Of course, it isn't.

my husband several times that the children come before he does—that they are in the formative years, and therefore need more help and more of my time. And he agrees with me.

Royle Glaser: In my case it is not a question of whether my husband or the children come first. The fact is I believe I'm a better mother because of these occasional trips with my husband. I think such trips give a sense of unity to the children, not a separation of mother and father. I always travel with my husband—almost without exception now. We began traveling together at the very beginning of our marriage. The children expect it and I think they benefit from it. I prepare them well in advance by telling them we are going away, where we are going and what we will see—that we are going to visit the Statue of Liberty, for instance. Then when the time for the trip arrives, we let them help pack our suitcases, and so they feel they are part of the trip too.

While we are away, we keep in constant touch with the children;

Q. That brings up another question. When do you think a wife should accompany her husband on business trips?

Clara Burgess: There are definite times when a wife should go along, and definite times when she should not. It depends on the kind of trip and, of course, on whether her husband wants her to go. The simple rule is—don't go if you'll just be in the way. My husband takes trips, for example, when he has to work at night and it would just be a headache for him to worry about my waiting for him in a hotel room. But more and more now, he wants me to go with him for one of two reasons. First of all, there are times when he feels I can be of definite business value—when he is entertaining, for example.

The second and more important reason why I travel frequently with my husband now, is that he wants to relax, go out to dinner and have a good time at the end of the day when he is on a trip. He feels he can have a better time if I'm along.

I believe strongly that a wife's going along on a trip does more for a marriage than anything she can do in her day to day living. There is something about boarding a plane or a train, alone together, that makes up for all those nights and nights that he wasn't home. You're off alone and you suddenly are closer than you've been for a long, long time. I think that is probably why a husband likes to have his wife come along. Of course, I'm a great believer in marriage. I think that a wife and a husband are an asset to each other only if their relationship is a strong one.

For this reason, I've put my hus-

band ahead of the children—what he wants comes first. The children can—and should—adjust to different circumstances and, so, if I can provide adequate care for them, I feel they can get along without me for a week or two. Three weeks is the most time I have been away from them—and I'll go at the drop of a hat. An hour's notice is all I need.

Betty Russell: My viewpoint is somewhat different. I have said to

"In my family, the children come first because they are young, and my husband agrees."

Betty Russell

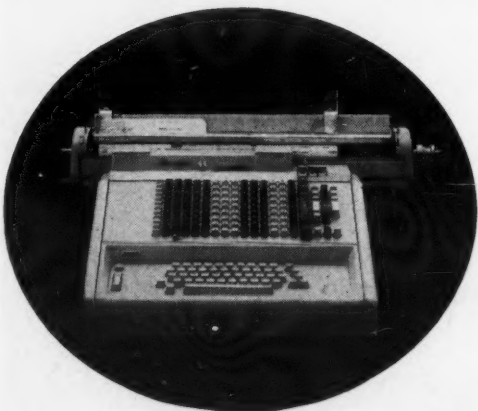




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one method we use is to arrange to have a dictating machine waiting for us at the hotel wherever we are going. We also have a dictating machine at home; the children have become very adept at operating it. Thus we're able to exchange recordings with the children each day. We develop stories and even games for the children in the recordings we mail them. It makes them feel that we are almost right there with them.

Clara Burgess: One wonderful idea, I think, is for an executive to take one of his children along on a business trip occasionally. It is a memorable experience for the child: the trip in itself is broadening and educational, and the child has his father all to himself for a while. Such a trip is worth missing a week of school for, if necessary. I know one executive who travels frequently to Washington, and has worked out an interesting arrangement for taking one of his sons along each time. He has found a driver in Washington whom he can depend on thoroughly. The driver takes care of the child during the day, takes him sightseeing and then brings him back to the father's hotel in the afternoon. Then the father and son spend the evening together.

Q. We've talked about how an executive can use his wife as a business asset. But what can he do to help her do a better job in her role of executive's wife?

Janith North: I like my husband to encourage me to do things that I wouldn't do ordinarily. I want him to keep me "going to school," so to speak. I want him to make me learn a language, for example, or learn about rockets and other things I don't know about.

Clara Burgess: I agree that this is an area where a wife definitely needs her husband's help. A business executive, because of his responsibilities and business contacts, is constantly growing intellectually and in his personality. I think all of us have seen wives who long since have been outgrown by their husbands. This represents a challenge both to the wife and to the husband.

Lynn Cordner: Another way a husband can help his wife is to give her some recognition for the things she is doing, particularly the things she is doing to help him. I think most wives are proud of their husbands and are willing to mold their lives to their husband's schedules and activities. But they want to feel

that this support is recognized and appreciated.

Audy Lou Colvin: One excellent way a husband can give his wife recognition is to recognize that she likes to do some things on her own. She wants to devote the major part of her life to helping him, but she also wants to hold a portion of her life for herself, to maintain her own individuality.

Royle Glaser: That is a very good point. A wife defeats her own purpose if she isolates herself in the job of trying to help her husband. She can't afford to lose her own identity and personality. If she loses these, she is of no value to herself or to her husband.

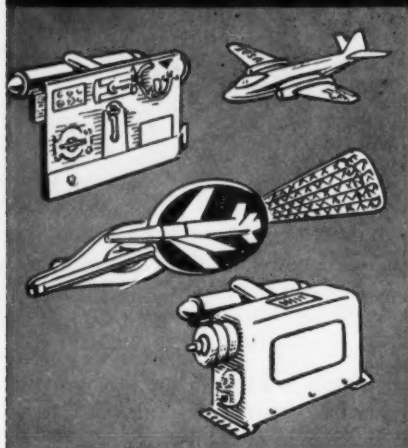
Audy Lou Colvin: An executive can help his wife maintain her personal identity by applying at home the same kind of sound business principles—the same kind of human relations—that he applies in his office. Good executive practice—delegation of authority, for instance—can work at home as well as in business.

m/m

Good executive practice, say these presidents' wives, works at home as well as in the office.



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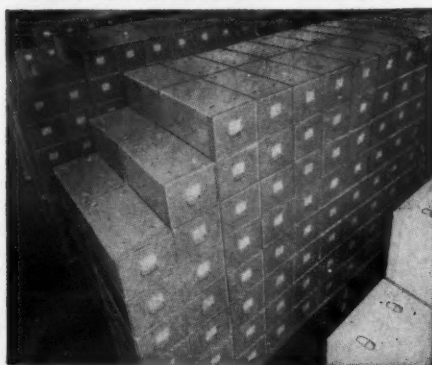
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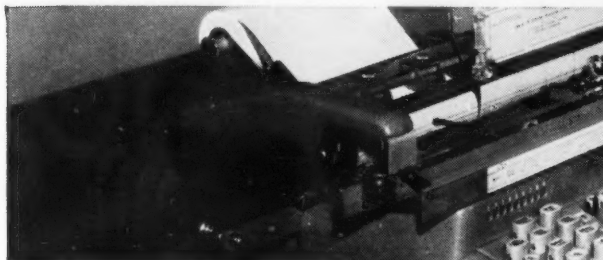
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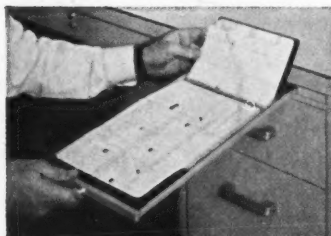
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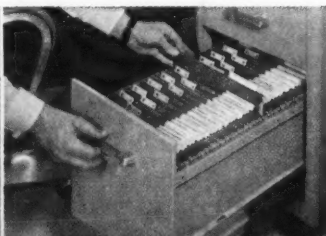


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